

# Optimizing Employee Performance In The Digital Workplace

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## ABSTRACT

The study examines Information Technology's impact on employee performance at West Java Provincial Education Office. It evaluates technology competence and IT application simultaneously, utilizing descriptive and explanatory surveys. Findings reveal satisfactory IT application and adequate employee competencies, resulting in high performance. The joint influence of Information and Competence Technology significantly affects performance. However, individually, Information Technology has a greater impact. Given its pivotal role in enhancing productivity, prioritizing IT integration is recommended. Improving user-friendliness of IT resources is suggested to empower employees for more professional duties execution.

## 1. INTRODUCTION

As the main tool, HR has a potential role in the organization that needs effective management and can be developed to support future organizations.

On the contrary, it is worth noting that the pool of skilled employees within the organization is indeed constrained and dwindling. This can be attributed to various factors such as retirement, resignation, relocation, unfortunate demise, taking a sabbatical, or even termination of employment. Such occurrences are part of the natural course of events and necessitate proactive measures to be taken by the organization. So, in order to ensure the organization's performance stays on track, whenever there is a job opening, the people in charge of human resources need to find suitable replacements who have the necessary skills for the position. That's why HR planning, which includes recruitment, selection, employee placement, training and development, plays a crucial role in shaping the organization's future performance.

The issue that arises at the West Java Provincial Education Office revolves around employees lacking a clear understanding of the goals pertaining to employee growth. This is evident in the presence of staff members possessing inadequate educational qualifications and being assigned tasks that don't align with their expertise. Moreover, there exists an imbalance in the allocation and distribution of employees across different work units. Additionally, some employees fail to engage in initiatives aimed at enhancing their professional skills such as

participation in education and training programs provided by the West Java Provincial Education Office. All these factors combined may potentially result in a decline in the number of high-performing personnel.

The West Java Provincial Education Office has not utilized website media as a means to utilize information technology and update spatial information. Additionally, the role of human resources in the West Java Provincial Education Office has been unable to utilize information technology and update spatial information. The lack of trained individuals in the field of information technology, who are capable of utilizing technological resources to enhance the quality of education, along with the absence of educational information that matches the current requirements, prevents the West Java Provincial Education Office from achieving global recognition. Furthermore, educational professionals also lack the necessary skills and knowledge to utilize spatial information technology effectively. Consequently, public awareness regarding the West Java Provincial Education is quite limited. These challenges highlight the importance of investing in human resources as they are considered invaluable assets for organizations. However, it is worth noting that employee performance still falls short of organizational targets and expectations, as displayed in Table 1 below.

**Table 1**

**Employee performance within the provincial education office West Java January-March Period**

No.	Variables	Target %	Current State %	Ket
1.	Accuracy in completing work	90	60	Not achieved
2.	Quantity of work completed	85	65	Not achieved
3.	Work that refers to the plan	95	65	Not achieved

Source: West Java Provincial Education Office, 2019

According to Bernardin and Russel (2003:397), the performance of officers is influenced by their ability, effort put into the job, and the opportunities provided to them, which can be assessed by their job satisfaction. Some experts in HR management argue that high-quality HR possesses four key characteristics. First, they should have sufficient competency, including knowledge, skills, abilities, and experience. Second, they should demonstrate commitment to the organization. Third, they should consistently act in a cost-effective manner in all their activities. Finally, there should be congruence of goals, meaning that personal goals align harmoniously with organizational goals (Ruky, 2006: 56).

Due to a lack of competence in the field of information technology and a spirit of competing honestly and sportively, it is suspected that employee performance, as employees of the state civil apparatus, is less than optimal. The issues mentioned are still coupled with employees' incompetence in using information technology properly and the lack of necessary accessibility facilities for data input. In facing the Asean Economic Era, where bureaucratic services must be based on e-government, good management skills are needed and are also supported by a good management information system. From the entire explanation above, it is very clear that the

management of the West Java Provincial Education Office can take the right actions and decisions in achieving organizational goals.

## 2. LITERATURE REVIEW

### Application of Information Technology

Sharing knowledge has become increasingly important with the rise of information technology, all while adhering to the timeless principle that "time is money". Through the utilization of information technology, we are able to distribute data in a timely, convenient, and secure manner. The costs associated with this endeavor are relatively affordable, and one of the added benefits is that distance is no longer an obstacle when it comes to transmitting data and information quickly with the aid of information technology. Sudaryono and Astuti (2005) as cited by Cokorda Krisna Yudha and I Wayan Ramantha (2014) state that "Information technology can also be harnessed for various business purposes, resulting in benefits such as cost savings and timeliness, increased productivity, and improved accuracy of information. Rahmawati, in her study conducted by Ni Putu Alannita in 2014, states that computers, which fall under the umbrella of information technology, play a crucial role in enhancing organizational performance. The effectiveness of this technology relies heavily on the ability of organization members to utilize it skillfully, highlighting its significance for individuals as well.

According to Sutarman, the Information Technology Association of America (ITAA) claims. According to a source (2009: 13), the concept of Information Technology (IT) can be defined as the exploration, design, formation, execution, assistance, or supervision of computer-based systems that store and process information, particularly including computer software and hardware applications. In addition, Martin (1999) cited in Abdul Khadir and Terra Ch. Triwahyuni (2013: 4) proposes another definition for Information Technology, which asserts that it is not solely confined to the technological aspects of computers (hardware and software) that are used to handle and retain data, but also encompasses communication technology employed to transmit information.

According to Tata Sutabri (2014), the definition of Information Technology can be described as a combination of computer and telecommunications technology along with network technology, hardware, software, and databases. "Information technology is a technology that combines computing (computers) with highspeed communication lines that carry data, voice and video," define Williams and Sawyer in Budityanto (2013: 67).

### Competency

According to Purwanto (2006: 8), competence is essential for successfully performing various roles. Typically, this capability is linked to expertise, skills, or professionalism. However, it is crucial to note that the competence required for functional or political positions differs significantly from that of structural positions. This disparity arises due to the distinct primary tasks, functions, authorities, and responsibilities associated with each position. Competence is a collection and characteristics possessed by a Civil Servant (PNS) in the form of knowledge, skills and attitudes/behavior required in carrying out the duties of his position so that the PNS can professionally, effectively and efficiently carry out his job duties, says Syahroni (2006: 9).

Above, two opinions demonstrate that civil servants ought to possess competence as a framework for optimally executing their main duties and functions. This framework entails tasks that encompass knowledge, skills, and attitudes, enabling them to fulfill their obligations in an effective, efficient, and professional manner. Civil servants should possess three key components: knowledge competence, which is the ability to grasp the organization as a whole and how it relates to other entities; the capacity to think critically and analyze complex issues; and the skill to develop and implement policies, as well as shape the organization's vision, mission, and goals through strategic planning.

### **Employee Performance**

Employee performance is a multifaceted concept encompassing accomplishments, demonstrated achievements, and work proficiency. The term "performance" derives from the translation of "performance," as asserted by Sedarmayanti (2007: 52). It signifies not only the execution of tasks, but also the outcomes thereof, such as work results and productivity. Hence, performance encapsulates the range of employees' accomplishments, their approach to work execution, their attained milestones, and their tangible outputs. Job Performance is the achieved work according to measures applicable to the job in question, as stated by As'ad (2001: 48). In every profession, there exists a particular magnitude or benchmark that necessitates achievement from all employees. It is this magnitude or benchmark that must be fulfilled by employees in the execution of their duties. Additionally, Sedarmayanti (2007: 55) discloses that the evaluation of performance can be derived from an employee's actions in their occupation.

In simpler terms, individual performance is determined by how effectively an employee carries out their tasks or fulfills their responsibilities. Moreover, an enhanced level of employee performance will also have a positive impact on the overall performance of the organization where said employee is employed, thereby enabling the realization of pre-established organizational objectives. From this perspective, it is believed that the company or organization's success can be enhanced by enhancing the performance of its employees. By doing so, the goals set by the organization can be reached. Speaking of performance, Simamora (2004: 18) describes it as follows: Employee performance refers to how well they meet the requirements of their job. Evaluating performance involves assessing both the quality and quantity of their work. Performance appraisal is a key task that personnel undertake, which is sometimes referred to as job review, job appraisal, job evaluation, employee evaluation, or personnel rating. Each of these terms corresponds to the same essential process.

The measurement of performance is determined by how well employees or workers meet the required standards. These standards can be either qualitative or quantitative in nature. According to Suprihanto (2008: 8), performance appraisal is a method used to evaluate and determine if an employee has successfully completed their assigned tasks. Performance, in this context, is defined as the execution of work and is considered synonymous with work performance. It encompasses the overall implementation of an employee's duties and responsibilities. Performance is the value of an individual employee for his organization in relation to the achievements in his work, which defines this case. In this context, performance is understood as the measure of achievement in one's work. However, performance is not solely determined by one's work accomplishments. It is also evaluated by considering the employee's potential for growth and development. An employee's work, as described by mangkunegara (2005: 67), is determined by the amount and quality of tasks completed in relation to assigned responsibilities.

### 3. RESEARCH METHODS

The research that was carried out involved conducting a survey. This survey entailed selecting a group of individuals from a larger population and using a questionnaire as the primary means of gathering data. The purpose of this research was to gain a comprehensive understanding of information technology, proficiency, and productivity. Furthermore, it aimed to assess the impact of information technology and proficiency on employee performance by means of hypothesis testing. In this context, researchers employ two different types of studies, specifically descriptive and verification research. The purpose of this study is to examine the potential impact of information technology and competence on performance.

Considering the nature of this research, which aims to describe and verify through data collection in the field, the research methods employed are descriptive survey method and explanatory survey method. The investigation in this research focuses on causality, which entails establishing a causal relationship between the independent variable, information technology in this case, and work competence as the dependent variable, specifically performance. The primary focus of analysis in this study is the individual, as only employees serve as respondents. Moreover, the time horizon for this study is cross-sectional, meaning that information is gathered directly from a portion of the population (sample respondents) at a specific point in time to gain insights into their perspectives on the subject under scrutiny.

#### Data Source and Data Collection Method

The data for this study is obtained from secondary sources such as documentation or reports that are accessible within the organization. Specifically, the performance evaluation of the West Java Provincial Education Office in 2019 serves as a valuable source. In addition to this, primary data regarding communication, competence, and employee performance is collected directly from the employees at the West Java Provincial Education Office, who act as respondents in this research. The individuals included in this research project were the employees working at the West Java Provincial Education Office, specifically a total of 138 individuals. To determine the size of the sample for this study, it was decided based on the statistical tests that will be conducted. The chosen statistical test is path analysis, which involves examining the path coefficient that essentially represents a correlation coefficient.

After conducting some initial research, I was able to obtain the parameter  $\rho$ . It's worth mentioning that there hasn't been any previous research done on this particular topic. Upon analyzing the data, I found that  $\rho$ , which represents the smallest correlation coefficient, is equal to 0.44. Now, considering that  $\rho$  is 0.44 and given that  $\alpha$  is 0.05 and  $\beta$  is also 0.05, I need to perform some calculations in order to determine the sample size ( $n$ ).

#### Analysis Design and Hypothesis Test

After collecting data, the variables that have ordinal size are converted into interval form using the Method of Successive Intervals. Before distributing the instrument, its validity and reliability were tested using the Correlation Product Moment formula and the Cronbach's Alpha formula respectively, with the help of SPSS 11.5.

## 5. ANALYSIS AND DISCUSSION

### **Implementation of Information Technology at the West Java Provincial Education Office**

The application of information technology can support the improvement of the performance of employees at the West Java Provincial Education Office, but there are still those who are less concerned. Based on the results of the study, it was generally found that the application of information technology according to employees of the West Java Provincial Education Office is relatively quite appropriate.

### **Employee competence at the West Java Provincial Education Office**

The employees at the West Java Provincial Education Office generally possess the necessary skills and abilities required for their tasks. However, there are certain areas that need to be addressed, particularly the lack of effective management and organization in completing work on time. Additionally, there is a deficiency in guiding and directing work partners, as well as in carrying out all managerial responsibilities. Although the overall competence of the employees is commendable, these indicators highlight the need for the institution to enhance employee competence through education and training. This will ultimately contribute to improved employee performance and success in the future.

### **Employee Performance at the West Java Provincial Education Office**

The employees of the West Java Provincial Education Office have shown commendable performance. However, there are certain aspects that require attention. Some employees do not exert enough effort to enhance their performance beyond the prescribed standards. Their abilities still fall considerably below the expected level, and their workload remains below average compared to their colleagues. Consequently, it is imperative to augment performance by assessing the successful completion of tasks, fostering creativity and innovation to gain a competitive edge, and enhancing comparative skills. Additionally, it is vital for each employee to execute their assigned duties with proficiency and sincerity, taking into account their past experiences and the time available.

### **Effect of Information Technology Implementation and competence on employee performance at the West Java Provincial Education Office**

In order to determine if the factors of Information Technology Implementation and competence have an impact on employee performance at the West Java Provincial Education Office, we conducted a study using path analysis. The software utilized for this analysis was SPSS release 12. To obtain the results, we first calculated the correlation between the variables, which can be seen in table 2 below.

**Table 2 Correlation matrix between variables**

		<b>Correlations</b>		
		Performance	IT Implementation	Competence
Pearson Correlation	Performance	1.000	.570	.580
	IT Implementation	.570	1.000	.440
	Competence	.580	.440	1.000
Sig. (1-tailed)	Performance	.	.000	.000
	IT Implementation	.000	.	.000
	Competence	.000	.000	.
N	Performance	50	50	50
	IT Implementation	50	50	50
	Competence	50	50	50

*Source* : SPSS output results

As shown in table 3 below, the overall effect of X1 to X2 and the path coefficient of other variables outside the variables X1 to X2 can be calculated based on the results of the correlation matrix calculation and the path coefficient calculation.

**Table 3.****Magnitude of Path Coefficient**

Path coefficient of X <sub>1</sub> on Y	$p_{yx_1}$	0.570
Path coefficient of X <sub>2</sub> on Y	$p_{yx_2}$	0.580

*Source* : SPSS output results

The table 4 below displays the calculation results for various coefficients. These coefficients include the multiple determination coefficient ( $R^2_{Y.X_1, X_2}$ ), the correlation coefficient ( $R_{Y.X_1, X_2}$ ), the coefficient of determination of other variables on Y ( $P^2_{Y\epsilon}$ ), and the path coefficient of other variables on Y ( $P_{Y\epsilon}$ ).

**Table 4  
Multiple Determination Coefficient, and Path Coefficient  
of Other Variable**

Multiple Determination ( $R^2$ )	$R^2_{Y.X_1, X_2}$	0.622
Multiple Correlation Coefficient	$R_{Y.X_1, X_2}$	0.723
Determination of Var. Other to Y	$P^2_{Y\epsilon}$	0.378
Path Coefficient X <sub>2</sub> Var. Other to Y	$P_{Y\epsilon}$	0.440

*Source* : SPSS output results

The combined influence of variables X1 and X2 on variable Y is 0.622 or 62.2%, while the remaining 0.378 or 47.8% is influenced by other variables that were not considered in the study.

We will test the overall hypothesis in the form of table 5 at the West Java Provincial Education Office.

**Table 5**  
**Simultaneous Test Results of X1 and X2 on Y**  
**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	609.035	2	304.5189	25.704	.000 <sup>b</sup>
1 Residuals	556.824	47	11.847		
Total	1165.859	49			

a. Dependent Variable: Performance

b. Predictors: (Constant), Competence, IT Implementation

Source: SPSS 11.5 Output

Looking at the data in table 5, we can observe that the Fcount value is 25,704. Moreover, the sig. level of 0.00 is lower than the critical value of 0.05. Based on this information, we can confidently conclude that the simultaneous test results are indeed significant. As a result, it is justified to proceed with further analysis by conducting partial testing. The causal relationship or direct influence of X1 and X2 on Y can be observed in table 6 below, displaying the results.

**Table 6**  
**Influence of Variables X1 and X2 to Y and Influence Beyond Variables X1 and X2**

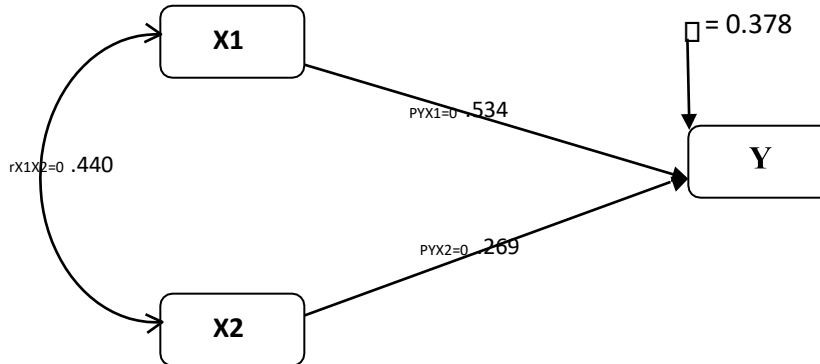
Interpretation of Path Analysis		
Description	Influence	%
Effect of X1, X2 to Y	0.622	62.2
Influence Beyond X1, X2	0.378	37.8
<b>Total</b>		100

Source: Statistical Processing Results SPSS Program

Based on the findings of the test, it is evident that the utilization of Information Technology and proficiency have a substantial impact on employee performance at the West



Java Provincial Education Office, accounting for 62.2% of the overall influence. The remaining 37.8% is attributed to other factors not taken into consideration by the author, such as work climate, motivation, commitment, leadership, work culture, and work environment. However, upon closer examination, it becomes apparent that the application of information technology plays a more significant role in shaping employee performance compared to competence. This conclusion is based on the results obtained through hypothesis testing, which allows us to construct a diagram depicting the causal relationship between variables X1, X2, and Y.



**Figure 1: Causal Diagram Between Application of Information Technology ( $x_1$ ), Competence ( $x_2$ ) and Employee Performance (Y)**

Shown in Table 7 below, the Application of Information Technology dominantly affects employee performance with a path coefficient of 0.534 and tcount of 4.355 at a significance level of  $\alpha$  (0.05) =1.96, while competence has an impact of 0.269 with a tcount of 2.194 at the same significance level. It is evident from Figure 1 above that both variables play a role in influencing employee performance.

**Table 7**  
**Partial Path Coefficient Testing**

Path Coefficient Symbol	thitung	ttable	Conclusion
PYX <sub>1</sub>	0.534	4.355	Ho reject There is an effect of Information Technology Implementation on employee performance
PYX <sub>2</sub>	0.269	2.194	Ho reject There is an influence of competence on employee performance

*Source:* calculation result

Table 8 below unveils the Application of Information Technology to employee performance at the West Java Provincial Education Office, based on the above calculations.

**Table 8**  
**Direct and Indirect Effects of Information Technology Implementation on Employee Performance**

Interpretation of Path Analysis			
Ket		Influence	%
X1	Direct effect to Y	0.28516	38.5156
	Indirect effect through X <sub>2</sub> to Y	0.08188	8.18782
<b>Total</b>		<b>0.36703</b>	<b>46.7034</b>

*Source: Statistical Processing Results SPSS Program*

It is evident from the given table that the direct contribution of the Application of Information Technology to employee performance was 38.5156% with a tcount coefficient of 4.355, as well as indirectly through the competency variable of 8.18782%. This is due to the fact that the value of  $t_{count} > t_{table}$  at  $\alpha (0.05) = 1.96$ . Based on the findings, it can be inferred that Information Technology Implementation plays a substantial role in employee performance, accounting for 46.7034% of the overall impact. This empirical evidence suggests that enhancing the Application of Information Technology can directly enhance employee performance. Therefore, to boost employee productivity, it is crucial to focus on improving the Information Technology Implementation factor as it has a direct correlation with enhanced employee performance. The path coefficient reveals a positive and significant value, indicating that a higher quality Application of Information Technology leads to improved employee performance. It is evident that the utilization of Information Technology greatly impacts the productivity of employees, thus making its contribution quite significant. The findings demonstrate that, overall, the implementation of information technology has a noticeable effect on the performance of employees at the West Java Provincial Education Office. In this context, the office employs Information Technology based on the perspectives of its staff members, which can be categorized into two distinct forms: direct implementation and indirect implementation.

Based on the description provided, it is evident that the implementation of Information Technology has a significant impact on performance. This indicates that the utilization of Information Technology given to the employees of the West Java Provincial Education Office genuinely contributes to their well-being.

The effect of competence on the performance of employees of the West Java Provincial Education Office can be seen in table 9 below. Likewise, the results of the above calculations reveal this impact both directly and indirectly.

Table 9

## Direct and indirect effects of competence on employee performance ai

Interpretation of Path Analysis			
Desc		Influence	%
<b>X2</b>	Direct effect to Y	0.07236	7.2361
	Indirect effect through X <sub>1</sub> to Y	0.08188	8.18782
<b>Total</b>		0.15424	15.4239

*Source: Statistical Processing Results SPSS Program*

Above the table, it is apparent that the contribution of competence to employee performance directly amounted to 7.2361% with a tcount coefficient of 9.

According to the empirical evidence, it can be concluded that competence has a significant direct impact on employee performance. The contribution of competence to employee performance as a whole is 15.4239%. This suggests that in order to enhance employee performance, it is necessary to focus on improving competency factors. Competency factors play a vital role in improving employee performance as they are closely linked. The path coefficient indicates a positive and significant value, which means that an individual's competence level influences their attitudes and abilities at work, consequently enhancing their performance. Asthon (1996 b: 19) defines competence as "The description of the knowledge, skills, attitudes and abilities of an employee to achieve the most effective performance." Furthermore, Traves in Murley (1997: 21) emphasizes that an employee's competence is the most crucial factor in boosting their performance.

"The level of skills and knowledge possessed by an employee to be able to achieve certain service performance and produce the best service" is what Zeithaml (1990: 21) supports as Competence. This capability is defined as "the capability of a person to use the skills possessed, in order to produce the best service performance".

After examining the statement provided, it becomes evident that the measurement of employee performance relies on various aspects of competence such as capability, knowledge, quality, and ability. However, it appears that the West Java Provincial Education Office may have additional motives when assessing performance. These motives may include a focus on power dynamics, proximity to higher-ups, or the loyalty employees exhibit towards their superiors.

The employees at the West Java Provincial Education Office have displayed commendable performance overall, particularly in terms of their sense of responsibility in handling tasks. The majority of employees have successfully accomplished the expected work standards. Notably, they consistently strive to enhance the quality of their work and exhibit excellent performance

even without direct supervision from their superiors. The enthusiasm and accountability exhibited by the employees serve as indicators for measuring work performance, which is deemed highly satisfactory in this context.

The performance of employees can be affected by the use of technology and their skills. The extent of employee performance, whether individually or as a group, relies on how efficiently and effectively technology is applied, in line with their competencies. Therefore, if one's competence and the application of technology are enhanced, employee performance will rise. This suggests that in order to enhance performance, it is crucial to improve and augment both the use of technology and the level of competence, as these factors have a strong correlation with performance improvement.

According to Wahyudi's opinion (2002: 101), after discussing the matter, it was discovered that the two variables greatly impact performance. In order for employees to excel in their work, they must meet five basic conditions as outlined by Wahyudi (2002: 101). These conditions are essential for a periodic and systematic evaluation of performance. Let's now take a look at the four specific conditions referred to.

Obtained from the results of their work, work ability in carrying out good work (competence) is achieved. Training and development programs, leading to successful participation; In order to improve work discipline and motivate work, job satisfaction is crucial for enhancing performance. Direct and indirect compensation affects 4) employee attitudes towards their work.

Based on this perspective, it becomes apparent that various factors have an impact on performance. These factors include competence, training programs, professional growth, job satisfaction, motivation, adherence to work principles, employee attitudes, and the utilization of information technology. It can be deduced that the improvement in performance is directly influenced by both the effective use of information technology and the level of competence displayed by the employees.

## 6. CONCLUSION AND SUGGESTION

The West Java Provincial Education Office has generally received information technology, but there is still less attention given to the ease with which employees can use it. At the West Java Provincial Education Office, employees have a high level of competence to meet the sub-district's needs. However, there are areas that require attention, such as insufficient management and organization leading to untimely completion of tasks. Additionally, work partners lack guidance in their duties and are unable to fulfill all managerial responsibilities. At the West Java Provincial Education Office, there are a few factors that contribute to the relatively low employee performance. These include employees who don't put in enough effort to meet the set standards, below-average abilities, and a quantity of work that falls short compared to other employees.

The use of Information Technology and competencies have a simultaneous impact on employee performance. However, to some extent, the application of information technology has a greater influence on employee performance rather than competence. Additionally, the impact of competence and the Application of Information Technology on performance can be partially described as follows: The utilization of information technology has a significant impact on employee performance. It can be observed that as the level of information technology implementation increases among employees, there is a subsequent improvement in their performance. The performance of employees is influenced by their competence. Hence, when employees possess the required level of competence, their performance is bound to enhance as well.

Through the implementation of practical information technology and providing employees the ability to utilize it, one can enhance the application of Information Technology and subsequently boost employee performance. The organization is currently facing challenges in terms of employee competencies, particularly in managing and organizing work to meet deadlines, directing work partners effectively, and fulfilling all managerial responsibilities. In order to address these issues, it is recommended that the organization offer education and training programs for employees who may be lacking in these areas. There is a need to address the issue of employee performance, particularly when it comes to those who show little effort in improving their performance and display skills that fall significantly below the expected standards. Moreover, their work output is consistently below the average compared to their colleagues. In order to tackle this problem, it is crucial to prioritize the implementation of Information Technology as it has a significant impact on employee performance. Therefore, it is recommended that the Provincial Education Office of Java Bara provides the necessary Information Technology tools in a manner that facilitates ease of use, thus enabling employees to carry out their work more efficiently and professionally.

Carrying out further research with limited time and funds is recommended. This involves exploring question data, conducting more in-depth interviews with all respondents, and increasing the causal variables that affect employee performance.

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