

THE EFFECT OF COMPETENCE, WORK EXPERIENCE, AND INFORMATION TECHNOLOGY MASTERY ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE IN THE REGIONAL SECRETARIAT OF THE CITY OF BATAM

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Abstract

This study aims to determine the direct and indirect relationships between competency, work experience, and information technology mastery on employee performance through work motivation as an intervening variable at the Regional Secretariat of Batam City. The population can provide useful information or data for a study. The population in this study consisted of 144 civil servants working at the Regional Secretariat of the Batam City Government. In this study, the sampling technique used is nonprobability sampling, specifically saturated sampling (census). The sample used in this study is the entire population of 144 civil servants at the Regional Secretariat of the Batam City Government. Data were collected via questionnaires and analyzed using validity and reliability tests, classical assumption tests, multiple regression analysis, and path analysis. The results of the study indicate that there is a direct and indirect influence between the variables of competence, work experience, and information technology mastery on employee performance through work motivation as an intervening variable at the Regional Secretariat of the Batam City Government.

Keywords: *competence, work experience, and information technology mastery, work motivation, employee performance*

INTRODUCTION

In line with the ongoing reforms, local governments have an obligation to improve public services and welfare in a democratic, fair, equitable, and sustainable manner. This obligation can be fulfilled if local governments are able to manage their potential, namely natural resources, human resources, and financial resources. The success of managing this potential can be used as an indicator in assessing financial management performance. As the entity tasked with running the government, development, and social services for the community, local governments are required to report on their performance to determine whether they have successfully fulfilled their duties. Performance is an achievement attained by employees in realizing the organization's established objectives. Furthermore, every private or public organization needs to develop professional human resources (HR) with high competence. Highly competent HR will be a distinct advantage in an organization as well as supporting the organization's competitiveness in the era of globalization and facing a dynamic work environment and social conditions.

This applies to every Regional Work Unit (SKPD) in carrying out every work program, especially in terms of budget preparation. Moreover, with the existence of regulations as guidelines in work, it is very necessary for employees to have the competence to understand and make decisions. According to the Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System, the level of education, often referred to as the education level, is the stage of education determined based on the level of development of the students, the objectives to be achieved, and the abilities to be developed. Formal education consists of basic education, secondary education, and higher education. The level of education can be an indicator of a person's intellectual level; the higher the level of education, the higher the knowledge and intellectual level of a person. An agency or organization will tend to prefer employees who have work experience or, in other words, sufficient length of service, because an employee who has a lot of work experience or, in other words, sufficient length of service, will be able to quickly adapt to the environment and the work to be done. Likewise, if there are problems at work, an employee with

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sufficient work experience will easily find solutions to solve the problem. Work experience is the totality of understanding, knowledge, and skills that have been acquired while working. The contribution of employees during their work experience can be measured by productivity. The phenomenon found in this study is that there are still employees who have not maximized their performance, with a tendency for employee performance to decline due to their effectiveness and ability to work still lacking. The decline in employee performance can be seen from aspects such as unsatisfactory work quality, frequent failure to meet work targets, excessive time spent on a task, ineffective work costs, and other aspects.

Then, several other related problems include the lack of qualified civil servants (PNS) in the region, which is indicated by the small number of competent civil servants, resulting in suboptimal work quality of employees in the region. Where one of the basic values is the ability to implement government policies and programs, so that in the implementation of management, a standard is needed so that the results obtained can show performance in accordance with the expectations of government public policy. Additionally, the principle of competence required according to job responsibilities highlights the importance of every civil servant in improving employee performance. Based on the background of the problem discussed above, several issues were identified in this study, namely:

1. There are still employees who have not maximized their performance, with a tendency for declining performance due to the ineffectiveness and lack of ability of employees in their work.
2. Employees are not placed in positions that match their competencies, so they are still not able to complete their work optimally.
3. Employees who have worked for more than 5-10 years often fail to complete their work on time. Tasks that should be completed within a week are often completed beyond the specified deadline, causing problems in achieving targets.
4. The lack of optimal mastery of information technology can be seen from the fact that managers are not proficient in using applications provided by the government, which are intended to speed up transaction processing and financial report preparation, as well as ensure the accuracy of calculations in financial reports.
5. The attention of leaders in carrying out their duties requires support or attention from their leaders to make it easier for employees to resolve issues that arise in performing their tasks.
6. There is a discrepancy between the selection of employees enrolled in education and training programs and those assigned to positions aligned with their education and training.

The scope of this study focuses on the influence of competence, length of service, and mastery of information technology on employee performance through work motivation as an intervening variable in the Regional Secretariat of Batam City.

LITERATURE REVIEW

1. Management Theories

Management is the achievement of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources (Daft, 2008). As explained by Sikula (2014), management is generally associated with planning, organizing, controlling, and decision-making activities carried out by every organization with the aim of coordinating the various resources owned by the company so that a product or service can be produced efficiently.

2. Human Resource Management (HRM)

The term human resources refers to the people within an organization or company. Human resource management is the process of acquiring, training, evaluating, and compensating employees and managing labor relations, health and safety, and matters related to fairness (Dessler, 2015). Human Resource Management (HRM) is the science and art of managing the relationships and roles of employees so that they effectively and efficiently contribute to the achievement of the goals of the company, employees, and society (Hasibuan, 2019).

3. Employee Performance

According to Mirela and Monica (2020) argue that performance is a directed action (in the sense that it should be expressed by a verb), some consider that the noun performance would be perceived as an event. But most times the word "performance" refers either to action (obtaining performance) or event (results) or in many cases it refers to both cases. State that performance is not only the result of work but also the process of activities related to

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organizational goals and meeting customer satisfaction (Amstrong & Baron, 2016). Employee performance depends on responsibilities and duties and administrative aspects that influence company productivity (Laoli & Ndraha, 2022). According to Onika (2022:6), measuring employee performance needs to consider several indicators, namely is work quality, work quantity, task implementation and responsibility.

4. Competence

According to Wibowo (2016), competence is the basic foundation of a person's characteristics and indicates how they behave or think, adapt to situations, and support themselves over a long period of time. As explained by Apriyanti (2019), to address new challenges in the future and the new forms of organizations we will face, several key points regarding the competencies that individuals need to possess at the executive, managerial, and employee levels can be identified. According to Lestari (2022), competency indicators include task skills, task management skills, emergency situation management skills, job role environment skills, and transfer skills.

5. Work Experience

According to Lisa (2020), work tenure is “the length of time an employee contributes their energy to a particular company and produces output from various human activities.” The more experienced an employee is, the more they will help the company to produce more performance or output. Employment period can be defined as a relatively long period of time during which a worker is employed in a particular place of business up to a certain limit. Employment period is the accumulation of a person's work activities carried out over a long period of time. According to Farhansyah (2022), work experience is the totality of lessons learned by a person from events encountered throughout their life. With long work experience, an employee must have overcome various obstacles or challenges while performing their job. According to Foster (2018), indicators of length of service include length of time working, level of knowledge and skills possessed, and mastery of work and equipment.

6. Information Technology Mastery

Information Technology is the use of electronic devices, especially computers, to enter, process, store, analyze, and distribute/disseminate information (Rintho, 2020). Information technology will help companies improve organizational performance only if they use information technology effectively and efficiently. The implementation of new technology in an organization will affect the entire organization, especially human resources (Kang, 2018). Information technology is a technology used to process data, including processing, obtaining, organizing, storing, and manipulating data in various ways to produce quality information, namely information that is relevant, accurate, and timely, which is used for personal, business, and government purposes and is strategic information for decision making (Taufiq, 2018). According to Irsal (2019), indicators of information technology mastery include computer hardware, computer software, networks and communications, databases, and information technology personnel.

7. Work Motivation

Motivation is a drive that causes a person to perform an activity or action to achieve a specific goal (Khair, 2019). Motivation is a drive that arises from within an individual or from outside the individual to perform an action that leads to an activity in order to achieve a goal (Hasibuam 2018). With work motivation, a person will be able to perform their job responsibilities to the best of their ability, thereby achieving the company's goals. A leader must know the motives and motivations of their employees in order to provide them with appropriate motivation (Saleh & Utomo, 2018). According to Sawitri (2022), the indicators of work motivation are responsibility, salary, work performance, recognition or reward, work relationships, and challenging work.

8. Hypotheses

Based on the problem statement described above, the following hypothesis can be drawn:

- H1: Competence has a direct effect on employee performance at the Regional Secretariat of the Batam City Government.
- H2: Work experience has a direct effect on employee performance at the Regional Secretariat of the Batam City Government.
- H3: Information Technology Proficiency has a direct effect on Employee Performance at the Regional Secretariat of the Batam City Government.
- H4: Work Motivation has a direct effect on Employee Performance at the Regional Secretariat of the Batam City Government.

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H5: Competence has a direct effect on Work Motivation at the Regional Secretariat of the Batam City Government.

H6: Length of service has a direct effect on work motivation at the Secretariat of the Batam City Government.

H-7: Information technology proficiency has a direct effect on work motivation at the Secretariat of the Batam City Government.

H8: Competence has an indirect effect on employee performance through work motivation as an intervening variable at the Secretariat of the Batam City Government.

H9: Work experience has an indirect effect on employee performance through work motivation as an intervening variable in the Regional Secretariat of the Batam City Government.

H10: Information technology proficiency has an indirect effect on employee performance through work motivation as an intervening variable in the Regional Secretariat of the Batam City Government.

METHOD

1. Research Approach

This study employs a quantitative research methodology. According to Sugiyono (2022), quantitative research is a research method based on positivism philosophy, used to examine specific populations or samples, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

2. Population and Sample

The population can provide useful information or data for a study. The population in this study consisted of 144 civil servants working at the Regional Secretariat of the Batam City Government. The subjects of this study are employees of the Regional Secretariat of the Batam City Government with variables of Competence, Work Experience, Mastery of Information Technology, Employee Performance, and Work Motivation of employees of the Regional Secretariat of the Batam City Government. In this study, the sampling technique used is nonprobability sampling, specifically saturated sampling (census). According to Sugiyono (2021), saturated sampling is a technique for determining a sample when all members of the population are used as samples. The sample used in this study is the entire population of 144 civil servants at the Regional Secretariat of the Batam City Government.

3. Data Types and Sources

The type of data used in this research is primary data. Primary data constitutes research data sources obtained directly from original sources (not through intermediary media). Primary data is specifically collected through interviews and questionnaire distribution conducted by researchers to answer research questions. Data were obtained by distributing questionnaires to employees of the civil servants at the Regional Secretariat of the Batam City Government.

4. Data Collection Techniques

Data collection techniques represent methods for obtaining data in conducting research activities, implemented through two primary approaches in this study. The questionnaire method involves distributing question or statement lists to respondents, expecting them to provide responses to determine independent and dependent variable data through intervening variables, which according to Ghazali (2019) constitutes a data collection technique implemented by providing sets of written questions or statements to respondents for completion. Additionally, literature review involves data collection by studying and understanding books related to independent and dependent variables through intervening variables, including literature, journals, mass media, and research findings, providing comprehensive theoretical foundation and empirical support for the research framework.

RESULTS AND DISCUSSION

Results

1. Descriptive Data Analysis

Based on the data, it shows that 79 respondents or 54.86% were female, while 65 respondents or 45.14% were male. Based on the table above, it can be concluded that the majority of respondents are female, with 79 respondents or 54.86%. This is because some jobs are more dominant and easier to do and understand for women.

Based on the respondents' data, it shows that 74 respondents or 51.39% are aged 21-30 years, 43 respondents or 29.86% are aged 31-40 years, 22 respondents or 15.28% are aged 41-50 years, and 5 respondents aged over 50 years old or 3.47%. This shows that the majority of employees at the Batam City Government Secretariat are of

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productive age. This age range indicates that employees are still competent and highly motivated to work, resulting in high productivity. It is hoped that younger employees can make a positive contribution to the company's progress. Based on the data from the respondents, it shows that 19 respondents or 13.19% have a high school education, 18 respondents or 12.5% have a D3 education, 90 respondents or 62.5% have a bachelor's degree, and 17 respondents or 11.81% have a master's degree. It can be concluded that the majority of respondents have a bachelor's degree (S1), totaling 90 respondents or 62.5%. This is because education is the most important factor that employees must possess. A higher level of education enables employees to have better career prospects and work in a more organized manner. As a result, companies require employees with adequate education to support their career development and meet the company's objectives.

Based on the data, it is known that respondents who have worked for 1-5 years number 42 respondents or 29.17%, those who have worked for 6-10 years number 64 respondents or 44.44%, and those who have worked for more than 10 years number 38 respondents or 26.39%. This is because the length of time an employee has been working influences their work motivation and performance, enabling them to achieve results aligned with organizational goals and advance their careers.

2. Outer Model

Table 1. Internal Consistency Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance	0,907	0,902	0,921	0,456
Work Experience	0,879	0,890	0,901	0,456
Work Motivation	0,891	0,893	0,907	0,415
Information Technology Proficiency	0,912	0,917	0,923	0,403
Competence	0,889	0,924	0,902	0,383

Source: Smart-PLS (2025)

Based on the internal consistency analysis data in the table above, it was found that the Competence Variable (X1) has a composite reliability value of 0.902, which is greater than 0.600, indicating that the competence variable (X1) is reliable; The Work Experience Variable (X2) has a composite reliability value of 0.901, which is greater than 0.600, indicating that the Work Experience Variable (X2) is reliable; The Information Technology Proficiency Variable (X3) has a composite reliability value of 0.923, which is greater than 0.600, indicating that the Information Technology Proficiency Variable (X3) is reliable; The performance variable (Y) has a composite reliability value of 0.921, which is greater than 0.600, indicating that the employee performance variable (Y) is reliable; The work motivation variable (Z) has a composite reliability value of 0.907, which is greater than 0.600, indicating that the work motivation variable (Z) is reliable.

Table 2. Validity Convergent

	X1	X2	X3	Y	Z
X1.1	0,804				

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X1.2	0,824				
X1.3	0,763				
X1.4	0,828				
X1.5	0,809				
X1.6	0,862				
X1.7	0,865				
X1.8	0,862				
X1.9	0,853				
X1.10	0,848				
X1.11	0,812				
X1.12	0,825				
X1.13	0,823				
X1.14	0,754				
X1.15	0,860				
X2.1		0,757			
X2.2		0,801			
X2.3		0,783			
X2.4		0,874			
X2.5		0,840			
X2.6		0,774			
X2.7		0,775			
X2.8		0,807			
X2.9		0,751			
X2.10		0,719			
X2.11		0,833			
X2.12		0,836			
X2.13		0,791			
X2.14		0,837			
X2.15		0,791			
X3.1			0,801		
X3.2			0,783		
X3.3			0,874		
X3.4			0,775		
X3.5			0,807		

Source: Smart-PLS (2025)

The Based on the table above, it can be seen that the outer loading values for variables X1, X2, X3, Y, and Z, where the values of all items in the 5 variables tested are greater than 0.7, all indicators in the 5 variables are declared valid.

Table 3. Discriminant Validity

	X1	X2	X3	Y	Z
X1					

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X2	0,674				
X3	0,491	0,863			
Y	0,310	0,879	0,675		
Z	0,291	0,699	0,753	0,815	

Source: Smart-PLS (2025)

The results of discriminant validity show that the discriminant validity value of each indicator item against its construct is higher than the discriminant validity value of the other indicators in the same construct. Thus, it can be concluded that all constructs or latent variables have discriminant validity that is better than the indicators in other blocks.

3. Inner Model

Table 4. Colinearity Test Results

	X1	X2	X3	Y	Z
X1				1,708	1,651
X2				3,547	3,302
X3				2,960	2,610
Y					
Z				1,556	

Source: Smart-PLS (2025)

All From the data above, the following can be described:

- VIF for the correlation between X1 and Y is $1.708 < 5.00$ (no collinearity problem).
- The VIF for the correlation between X2 and Y is $3.547 < 5.00$ (no collinearity issues).
- The VIF for the correlation between X3 and Y is $2.960 < 5.00$ (no collinearity issues).
- VIF for the correlation between Z and Y is $1.556 < 5.00$ (no multicollinearity issues).

Based on the above data, there are no multicollinearity issues in the correlations between X1 and Y, X2 and Y, and X3 and Y. However, there are no multicollinearity issues in the correlation between Z and Y.

4. Hypothesis Test Results

Direct Effect Results

Table 5. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Tstatistics (O/STDEV)	P values
X1 -> Y	0,296	0,226	0,147	2,018	0,044
X2 -> Y	0,325	0,350	0,120	2,957	0,004
X3 -> Y	0,317	0,320	0,193	3,062	0,004
Z -> Y	0,613	0,557	0,171	3,588	0,000
X1 -> Z	0,275	0,259	0,104	2,649	0,008
X2 -> Z	0,365	0,377	0,138	2,657	0,008
X3 -> Z	0,332	0,338	0,124	2,125	0,039

Source: Smart-PLS (2025)

- The direct effect of the Competence variable on the Employee Performance variable has an original sample value of 0.296 with a path coefficient of $2.018 > 1.655$ (positive), meaning that an increase in the Competence variable will be followed by an increase in the Employee Performance variable. The influence of the Competence variable on Employee Performance has a P-Value of $0.044 < 0.05$, so it can be stated that the influence of Competence on Employee Performance is positive and significant.
- The direct influence of the Length of Service variable on the Employee Performance variable has an original sample value of 0.325 with a path coefficient of $2.957 > 1.655$ (positive), so an increase in the value of the Work Experience variable will be followed by an increase in the Employee Performance variable. The influence of the Work Experience variable on Employee Performance has a P-Value of $0.004 < 0.05$, so it can be stated that the influence between Work Experience and Employee Performance is positive and significant.
- The direct effect of the Information Technology Proficiency variable on the Employee Performance variable has an original sample value of 0.317 with a path coefficient of $3.062 > 1.655$ (positive), so that an increase

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in the value of the Information Technology Proficiency variable will be followed by an increase in the Employee Performance variable. The influence of the Information Technology Proficiency variable on Employee Performance has a P-Value of $0.004 > 0.05$, so it can be stated that the influence between Information Technology Proficiency and Employee Performance is positive and significant.

4. The direct effect of the Work Motivation variable on the Employee Performance variable has an original sample value of 0.613 with a path coefficient of $3.588 > 1.655$ (positive), so an increase in the Work Motivation variable will be followed by an increase in the Employee Performance variable. The influence of the Work Motivation variable on Employee Performance has a P-Value of $0.000 < 0.05$, so it can be stated that the influence between Work Motivation and Employee Performance is positive and significant.
5. The direct effect of the Competence variable on the Work Motivation variable has an original sample value of 0.275 with a path coefficient of $2.649 > 1.655$ (positive), so an increase in the Competence variable will be followed by an increase in the Work Motivation variable. The influence of the Competence variable on Work Motivation has a P-Value of $0.008 < 0.05$, so it can be stated that the influence between Competence and Work Motivation is positive and significant.
6. The direct effect of the variable Length of Service on the variable Work Motivation has an original sample value of 0.365 with a path coefficient of $2.657 > 1.655$ (positive), so that an increase in the value of the variable Length of Service will be followed by an increase in the variable Work Motivation. The influence of the variable Length of Service on Work Motivation has a P-Value of $0.008 < 0.05$, so it can be stated that the influence between Length of Service and Work Motivation is positive and significant.
7. The direct effect of the Information Technology Proficiency variable on the Work Motivation variable has an original sample value of 0.332 with a path coefficient of $2.125 > 1.655$ (positive), so an increase in the Information Technology Proficiency variable will be followed by an increase in the Work Motivation variable. The influence of the Information Technology Proficiency variable on Work Motivation has a P-Value of $0.039 > 0.05$, so it can be stated that the influence between Information Technology Proficiency and Work Motivation is positive and insignificant.

Indirect Effect Results

Table 6. Indirect Effect Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Tstatistics (O/STDEV)	P values
X1 -> Z -> Y	0,169	0,142	0,071	2,388	0,017
X2 -> Z -> Y	0,224	0,215	0,109	2,052	0,040
X3 -> Z -> Y	0,301	0,296	0,193	3,540	0,000

Source: Smart-PLS (2025)

1. The indirect effect of the Competence variable on the Employee Performance variable with Work Motivation as the intervening variable has an original sample value of 0.169 with a path coefficient of $2.388 > 1.655$ (positive). The influence of the Competence variable on Employee Performance mediated by Work Motivation has a P-Value of $0.017 < 0.05$. The type of mediation produced is partial mediation or partial mediation. Thus, it can be stated that the influence between Competence on Employee Performance with Work Motivation as an intervening variable is positive and significant.
2. The indirect effect of the variable Length of Service on the variable Employee Performance with Work Motivation as the intervening variable has an original sample value of 0.224 with a path coefficient of $2.052 > 1.655$ (positive). The influence of the Work Experience variable on Employee Performance mediated by Work Motivation has a P-Value of $0.040 < 0.05$. The type of mediation produced is partial mediation. Thus, it can be stated that the influence between Work Experience on Employee Performance with Work Motivation as an intervening variable is positive and significant.
3. The indirect effect of the Information Technology Proficiency variable on the Employee Performance variable with Work Motivation as the intervening variable has an original sample value of 0.301 with a path coefficient of $3.540 > 1.659$ (positive). The influence of the Information Technology Proficiency variable on Employee Performance mediated by Work Motivation has a P-Value of $0.000 > 0.05$. The type of mediation produced is partial mediation. Thus, it can be stated

that the influence of Information Technology Proficiency on Employee Performance with Work Motivation as an intervening variable is positive and significant.

Coefficient Determination (R^2)

The coefficient of determination (R Square) aims to evaluate the accuracy of a variable's prediction. In other words, it evaluates how the variation in the dependent variable is influenced by the variation in the independent variable in a path model.

Table 7. Coefficient Determination Results

	R-square	Adjusted R-square
Y	0,726	0,717
Z	0,346	0,325

Source: Smart-PLS (2025)

The table above shows that the influence of competence, work experience, and information technology proficiency on employee performance is 71.7%, and the remaining 28.3% is influenced by other variables not examined in this study. The regression model used is quite strong and able to explain the majority of changes in variable Y. The value of 71.1% indicates that the model has high predictive power. Therefore, it can be concluded that the R square value for the Performance variable shows that the regression model is good and strong in explaining the Performance variable. Meanwhile, in the table above, the results show that the influence of competence, work experience, and mastery of information technology on work motivation is 32.5%, and the remaining 67.5% is influenced by other variables outside the scope of this study. The regression model used to explain the Z variable has moderate to low explanatory power. This indicates that the independent variables are less relevant in influencing the Z variable. Additional variables should be considered to improve the predictive ability for Z. Therefore, it can be concluded that the R-squared value for the Work Motivation variable indicates that the explanation for the Z variable is still suboptimal, necessitating an evaluation of the model or the independent variables used.

Discussion

1. The Influence of Competence on Employee Performance

Based on the results of the analysis, competence has a direct effect on employee performance. Based on the results of the t-test for the competence variable, it was proven that H1 was accepted with a positive coefficient, which means that there is an influence between the competence variable and employee performance. This can be interpreted as high or low competence affecting the increase or decrease in employee performance. The results of this study are also supported by research conducted by Krisnayanti *et al.* (2024), who found that competency influences employee performance. This means that improving competency will improve employee performance. Competency, which is manifested in the skills of an individual to perform specific tasks in a field in accordance with work standards and targets within an institution, can improve employee performance. Therefore, competency improvement is needed in organizations and government agencies. Good work competencies are usually possessed by employees who are able to do their jobs as instructed and have the skills to solve problems they face. This can often motivate employees to continue to improve their performance.

Conversely, if employees lack competence, they usually do not have good abilities in their work. Employees who lack competence will find it difficult to perform well due to a lack of skills. Organizational or company targets will be difficult to achieve or the results will be less than optimal if employees only have general knowledge and lack the skills to perform their duties. Higher employee competence can be measured by an increase in knowledge and skills, as well as the development of better personal characteristics and concepts. Meanwhile, the characteristics of highly competent employees can be seen from several indicators, namely Task Skills, Task Management Skills, Contingency Management Skills, Job Role Environment Skills, and Transfer Skills. The implication of this study is that the performance of employees at the Regional Secretariat of the Riau Islands Province can be improved through competence enhancement.

2. The Influence of Work Experience on Employee Performance

Based on the data analysis and hypothesis testing conducted in this study, it shows that length of service has a positive and significant effect on employee performance. Performance is the result of work achieved by workers

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or employees in terms of quality and quantity in accordance with their duties and responsibilities. Basically, the impact of employee performance on an institution is for the development and progress of the organization. Work experience can be considered as employee loyalty to an organization. A sufficient length of work experience is equivalent to having extensive experience with both obstacles and successes. Work experience provides an employee with work experience, knowledge, and work skills. Work experience enables a person to have a skilled, fast, steady, and calm work attitude, be able to analyze difficulties and be ready to overcome them, so that they can be said to be able to achieve productive employee performance.

Employees with longer tenure tend to have a deeper understanding of work processes, procedures, and policies. With interpersonal skills, an individual can communicate information effectively and ensure everyone has the same understanding, which is crucial in work involving interactions with the public and other organizations. Employees who have been working for a long time are usually accustomed to various challenges that arise in daily work. They are more efficient in identifying problems, formulating appropriate solutions, and communicating effectively with colleagues and the public. The findings of this study align with the research by Fenia & Candra (2024), which states that there is a significant influence between length of service and employee performance.

3. The Influence of Information Technology Mastery on Employee Performance

Based on the data analysis and hypothesis testing conducted in this study, it shows that Information Technology Proficiency has a positive and significant effect on Employee Performance. The results of the analysis indicate that the use of information technology is able to provide a greater impact in efforts to improve employee performance. This condition shows that the use of information technology is already running optimally and effectively in improving and developing competencies in the use of information technology to support the data provision process. The use of quality information technology can support the realization of a better system. The results of this study support the research conducted by Yurike et al. (2024:5371-5380), who stated that information technology proficiency has a significant effect on employee performance, thus accepting the research hypothesis.

4. The Influence of Work Motivation on Employee Performance

Based on the data analysis and hypothesis testing conducted in this study, it shows that Work Motivation has a positive and significant effect on Employee Performance. The results of this study support the research conducted by Suparman, et al. (2023), which states that work motivation has a significant effect on employee performance. Motivation is influential in improving employee performance. The higher the motivation of employees, the better their performance. High motivation drives employees to achieve goals and encourages them to be more motivated in producing satisfactory performance and continue to strive to improve their work results within the organization/institution. This is evidenced by the fact that good relationships with coworkers and superiors increase employees' willingness to exert high levels of effort for the institution's goals. The motivation that exists in individual employees is caused by needs that form the basis of motivation within an employee in an organization. The needs in question are the desire to achieve a goal offered by the company. There are several factors that underlie the emergence of motivation, including recognition from the company and the attention given by the company for the good performance of employees.

5. The Influence of Competence on Work Motivation

Based on the data analysis and hypothesis testing conducted in this study, it shows that competence has a positive and significant effect on work motivation. The results of this study support the research conducted by Muhammad et al. (2024), which states that competence affects work motivation. This can be interpreted to mean that the better the competence possessed by employees, the more it will influence their motivation. High performance can be achieved in a company if employees are rewarded for their achievements and punished if they violate established rules. This is because motivation from superiors and those closest to them encourages employees to be enthusiastic in completing their work. The competencies possessed by each employee are different and specific to each individual, so it is necessary to explore other factors that can improve employee competencies in order to increase motivation. The importance of competencies reinforced by motivation is to encourage enthusiasm for deepening understanding and competencies within each individual. Therefore, with good competencies, sustainable motivation will be created to achieve the goals of the institution.

6. The Influence of Work Experience on Work Motivation

Based on the results of the analysis, length of service has a positive and significant effect on work motivation. The longer the length of service, the higher the work motivation. A decrease in motivation will have a direct impact

on the performance of employees and vice versa. Employee work motivation can influence internal and external aspects, thereby affecting the length of service of employees. Length of service refers to the period of time someone has worked at an institution, office, and so on. The relationship between work experience and employee work motivation is dynamic. Understanding the factors that influence motivation, such as recognition, self-development, work environment, and well-being, is crucial for maintaining employee work enthusiasm, especially during longer periods of employment. The findings of this study align with the research by Sudirman et al. (2023), which states that the level of tenure has a significant relationship with the level of work motivation among health workers during the COVID-19 pandemic in the work area of the Anutoluwu Health Center, Petasia Barat Sub-district, Morowali Utara Regency.

7. The Influence of Information Technology Mastery on Work Motivation

Based on the results of the analysis, Information Technology Proficiency has a positive and significant effect on Work Motivation. The results of this study indicate that information technology proficiency has a significant effect on employee work motivation. Employees who are proficient in information technology tend to be more motivated because it can improve work efficiency, expand opportunities, and boost self-confidence. Employees are already sufficiently proficient in information technology, enabling them to use information technology more easily and access information systems quickly and efficiently, thereby enhancing motivation in their work. Every organization of any type and operating in any field absolutely requires information technology. Effective and efficient information technology is of great importance to management in carrying out its functions of planning, organizing, implementing, directing, and supervising all organizational performance.

8. The Influence of Competence on Employee Performance Through Work Motivation as an Intervening Variable

Based on the results of the analysis, competence has a positive and significant effect on employee performance through work motivation as an intervening variable. This means that motivation is able to mediate the relationship between competence and performance. The better the competence of employees, the better their performance will be, with motivation acting as an intermediary between competence and performance, making the effect of competence on performance mediated by motivation significant. The results of this study indicate that providing appropriate and effective motivation can enhance employees' competencies. When employees possess adequate competencies, they can perform their tasks more effectively. Employees' abilities will foster and enhance motivation and with motivation at work, employee competence can be improved. Employees have different competencies, such as having sufficient knowledge but not necessarily being skilled at work, and employees who are skilled at work do not necessarily have a lot of knowledge. In this case, work motivation can mediate the relationship between competence and employee performance. The results of this study support the research conducted by Nahrisah et al. (2024), which states that work motivation is an intervening variable between competence and employee performance. Motivation mediates the relationship between competence and employee performance because companies must enhance competence to increase work motivation.

9. The Effect of Work Experience on Employee Performance Through Work Motivation as an Intervening Variable

Based on the results of the analysis, length of service has a positive and significant effect on employee performance through work motivation as an intervening variable. This means that work motivation is able to mediate the relationship between length of service and employee performance. In this study, motivation is able to mediate the relationship between length of service and performance because the more appropriate the work motivation given to employees, the longer they will stay with the institution, which in turn will have an impact on improving employee performance. This proves the importance of motivation as a mediator of the influence of length of service on employee performance. This means that the better the motivation given to employees, the more comfortable they will be at work and less likely to quit their jobs. Therefore, it can be said that motivation can maintain the length of service of an employee and, consequently, their performance. This study aligns with the research by Fenia & Candra (2024), which states that length of service has a positive and significant influence on employee performance through motivation as an intervening variable.

10. The Influence of Information Technology Proficiency on Employee Performance Through Work Motivation as an Intervening Variable

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Based on the results of the analysis, Information Technology Proficiency has a positive and significant effect on Employee Performance through Work Motivation as an intervening variable. This means that motivation is able to mediate the relationship between information technology proficiency and performance. The motivation provided to employees is one of the connecting factors that influence information technology mastery on employee performance. This study proves that providing motivation to employees in the field of information technology can influence employees to deepen their knowledge of information technology mastery, thereby improving employee performance. Improving employee information technology mastery can increase employee motivation to complete their work better, thereby influencing employee performance.

CONCLUSION

Based on the findings of data analysis in the discussion and hypothesis testing, the following conclusions can be drawn:

1. The direct effect of the Competence variable on the Employee Performance variable can be stated that there is a positive and significant effect between Competence and Employee Performance.
2. The direct effect of the Length of Service variable on the Employee Performance variable can be stated that there is a positive and significant effect between Length of Service and Employee Performance.
3. The direct influence of the Information Technology Proficiency variable on the Employee Performance variable can be stated that there is a positive and significant influence between Information Technology Proficiency and Employee Performance.
4. The direct influence of the Work Motivation variable on the Employee Performance variable can be stated that there is a positive and significant influence between Work Motivation and Employee Performance.
5. The direct influence of the Competence variable on the Work Motivation variable can be stated that there is a positive and significant influence between Competence and Work Motivation.
6. The direct effect of the variable length of service on the variable work motivation can be stated that there is a positive and significant effect between length of service and work motivation.
7. The direct effect of the variable information technology mastery on the variable work motivation can be stated that there is a positive and significant effect between information technology mastery and work motivation.
8. The indirect effect of the Competence variable on the Employee Performance variable with Work Motivation as the intervening variable can be stated that there is a positive and significant relationship between Competence and Employee Performance with Work Motivation as the intervening variable.
9. The indirect effect of the variable length of service on the variable employee performance with work motivation as an intervening variable can be stated that there is a positive and significant relationship between length of service on employee performance with work motivation as an intervening variable.
10. The indirect effect of the Information Technology Proficiency variable on the Employee Performance variable with Work Motivation as an intervening variable can be stated that there is a positive and significant relationship between Information Technology Proficiency and Employee Performance with Work Motivation as an intervening variable.
11. The R Square result of the influence between Competence, Length of Service, and Information Technology Proficiency on Employee Performance is 71.7%, and the remaining 28.3% is influenced by other variables outside the scope of this study. Meanwhile, the table above shows that the influence of Competence, Work Experience, and Information Technology Proficiency on Work Motivation is 32.5%, and the remaining 67.5% is influenced by other variables outside the scope of this study.

Based on the results of the discussion and conclusions above, the recommendations in this study are as follows:

1. It is recommended that agencies retain employees who have extensive knowledge of their field of work and that companies pay attention to employees who lack understanding of how to complete the tasks and responsibilities assigned to them. One solution to improve employee performance through competency is to provide intensive education and training on the tasks for which employees are responsible. To improve employee performance, relevant agencies should pay more attention to and maximize the competencies of their employees in order to maintain consistency in their work. Providing training and opportunities for

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- further education can be a way to ensure that the knowledge, skills, and abilities of employees are utilized in accordance with their field of work, thereby improving the performance of each employee.
2. Work experience has a positive influence on employee performance. Therefore, in order to improve performance in work activities, skills and abilities in other fields should be improved, because the longer an employee works, the better their ability to work. Length of service must be maintained, so institutions must conduct training and improve employee performance through training, so that employees have extensive experience in their field of work, which can extend their length of service and improve their performance.
 3. To improve employee performance, good mastery of information technology is also necessary. Institutions can use applications to access the latest information available. Providing regular IT training to employees can improve their competence, which in turn can improve their performance.
 4. Institutions must pay attention to information technology management issues because advances in information technology are very helpful for information systems in an institution. The use of information technology must be properly managed and maximized so that the information systems used in the institution are also of high quality. Information systems play a very important role in producing information or databases for institutions, so special attention is needed in managing information technology so that the quality of the information system can run optimally and ultimately produce information that is truly useful and can be used by employees.
 5. It is hoped that the institution will pay attention to the performance of its employees, especially regarding the quality of their work, because enthusiasm in work will not just appear on its own. Therefore, the company must continue to motivate its employees so that they perform well and can work properly.
 6. It is important to consider giving rewards that are commensurate with the achievements of employees. Rewards do not have to be in the form of money, but can also be in the form of praise that is proportional to the achievements so that employees can continue to be motivated in their work. Other forms of rewards can be given in the form of opportunities for self-development through formal or informal education so that employees continue to develop, which in turn is expected to improve employee performance and become an added value for the employees concerned and for the agency.

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