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Digitalization, Competence, and Organizational Support as Determinants of ASN Performance: The Role of Motivational Mediation in Local Government Agencies in Indonesia

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ABSTRACT

Objective: This study aims to analyze the influence of digitalization, competence, and organizational support on the performance of the State Civil Apparatus (ASN), with work motivation according to mediation variables. The research was conducted at the South Solok Regency Population Control, Family Planning, Women's Empowerment, and Child Protection Office. Design/method/approach: This study uses a quantitative approach with explanatory design and cross-sectional surveys. The research population amounted to 54 ASN. The sampling technique uses total sampling, so that the entire population is used as a respondent. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. Findings: The results of the study show that digitalization, competence, and organizational support have a positive and significant effect on motivation. Motivation also has a positive and significant effect on the performance of ASN. Directly, digitalization, competence, and organizational support have a positive and significant effect on the performance of ASN. Competency is the most dominant factor in improving the performance of ASN, followed by digitalization and organizational support. The results of the mediation test showed that motivation mediated the influence of competence on the performance of ASN partially. Motivation also mediates the influence of digitalization on ASN performance, but with a weak level of mediation. Organizational support does not have a positive and significant effect on the performance of ASN through motivation. Originality/value: This article contributes to the study of public sector human resource management by integrating digitalization, competence, organizational support, motivation, and performance in one empirical model. This research also presents evidence from local government agencies in Indonesia that are facing the demands of digital transformation and limited human resource readiness.

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1. INTRODUCTION

Digital transformation has become an important agenda in public administration. Government agencies are required to provide services that are faster, transparent, accountable, and easily accessible to the public. In Indonesia, this demand is also felt by local governments. Digitalization is no longer just a technical option, but has become a need for bureaucratic work in data management, reporting, coordination, and public services.

The South Solok Regency Population Control, Family Planning, Women's Empowerment, and Child Protection Office is a relevant case to be studied. This agency runs many digital applications in daily work, such as SIGA/New SIGA, Elsimil, SIMFONI PPA, SIMANJA, SIPERINDU, SIRIKA, AKSI BANGDA, SIPD, KRISNA, MORENA, MyASN, E-Kaya, E-Katalog, SRIKANDI, Kampung KB Website, E-Wali Data, and SDSN. The number of applications shows that digitalization has become a direct part of the ASN work process.

Pre-survey data shows a gap between digital workloads and human resource readiness. The attendance rate of employees through the Simpeg application has reached 90 percent, but the program's achievements have not been optimal. Of the 54 employees, no employee has a recent training history recorded. The composition of employees is also dominated by the Gen X age group by 46.3 percent and as many as 35 percent of employees are still in high school education or equivalent. This condition shows that the challenges of digitalization are not only related to applications, but also to competencies, organizational support, and employee motivation.

Previous studies have explained the importance of technology acceptance, perception of usability, perception of ease of use, competence, and organizational support in improving individual and organizational performance. The Technology Acceptance Model explains that individuals tend to use technology when it is considered useful and easy to use (Davis, 1989). The Unified Theory of Acceptance and Use of Technology also emphasizes the importance of performance expectations, business expectations, social influences, and supporting conditions in the use of technology (Venkatesh et al., 2003).

This research places motivation as an important bridge between organizational resources, individual abilities, and performance outcomes. Self-Determination Theory explains that a person tends to work better when the need for competence, autonomy, and social connectedness is met (Ryan & Deci, 2000). Goal-Setting Theory also explains that clear goals can encourage effort, perseverance, and performance (Locke & Latham, 2004).

The purpose of this study is to analyze the direct and indirect influence of digitalization, competence, and organizational support on ASN performance through motivation. This research contributes to the study of public sector human resource management by offering an integrated empirical model in the context of Indonesian local government.

ASN Performance

ASN performance refers to the achievement of work duties and responsibilities according to organizational standards. In public administration, performance is not only seen from the number of jobs completed. Performance also includes the quality of work deliverables, timeliness, efficiency of resource use, adherence to procedures, accountability, adaptability, and initiative in support of organizational goals. In this study, the performance of civil servants is understood as the result of the work of government employees which is reflected in quantity, quality, punctuality, efficiency, and adaptive and proactive behavior.

Digitalization, Motivation and Performance

Digitalization refers to the adoption and integration of digital technology in work processes, services, data management, coordination, and organizational decision-making. In public organizations, digitalization can reduce repetitive manual work, improve reporting accuracy, speed up coordination,

and strengthen transparency. However, the benefits of digitalization depend on employees' readiness to use technology consistently.

Digitalization can increase motivation when technology helps employees work easier, faster, and more purposefully. Digitalization can also improve performance because it changes work processes to be more efficient. Based on these arguments, the hypothesis proposed is:
H1: Digitalization has a positive effect on motivation.
H5: Digitalization has a positive effect on the performance of civil servants.

Competence, Motivation, and Performance

Competencies include knowledge, skills, attitudes, and work abilities that make employees able to carry out tasks effectively. In digital bureaucracy, competence is not only related to technical skills of work, but also digital literacy, the ability to operate applications, the ability to process information, and readiness to learn to changes in the work system.

Employees who have adequate competence tend to be more confident and more motivated in completing work. Competence also encourages performance because employees can work more precisely, quickly, and independently. Based on these arguments, the hypothesis proposed is:
H2: Competence has a positive effect on motivation.
H6: Competence has a positive effect on the performance of ASN.

Organizational Support, Motivation, and Performance

Organizational support refers to the employee's perception that the organization provides resources, facilities, leadership support, recognition, helpful policies, and concern for employee well-being. Perceived Organizational Support explains that employees who feel supported by the organization tend to reciprocate such support through commitment, engagement, and better performance (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

Organizational support can increase motivation because employees feel their work is valued and facilitated. Support can also improve performance directly through the provision of facilities, procedures, and technical assistance that streamline work. Based on these arguments, the hypothesis proposed is:
H3: Organizational support has a positive effect on motivation.
H7: Organizational support has a positive effect on the performance of ASN.

Motivation and Performance

Motivation refers to the internal and external drive that directs employees to work towards a goal. ASN who have high motivation tend to show greater perseverance, initiative, discipline, and willingness to adapt. In a digital work environment, motivation is important because employees not only need to know how to use applications, but also need to have the willingness to use technology consistently.
H4: Motivation has a positive effect on the performance of ASN.

The Role of Motivational Mediation

Motivation can explain why digitalization, competencies, and organizational support have an impact on performance. Digitalization can improve performance when technology encourages employees' willingness to work more efficiently. Competence can improve performance when the abilities possessed make employees more confident and encouraged to excel. Organizational support can improve performance when the organization's facilities and attention shape employee morale. Based on these arguments, the proposed mediation hypothesis is:
H8: Motivation mediates the influence of digitalization on the performance of ASN.
H9: Motivation mediates the influence of competence on the performance of ASN.
H10: Motivation mediates the influence of organizational support on ASN performance.

Table 1. Research Hypothesis

Code	Pathway	Expected Relationships
H1	Digitalization -> Motivation	Positive
H2	Motivational Competencies >	Positive
H3	Organizational support -> Motivation	Positive
H4	Motivation -> ASN Performance	Positive
H5	Digitalization -> ASN Performance	Positive
H6	ASN Performance Competencies >	Positive
H7	Organizational support -> ASN Performance	Positive
H8	Digitalization -> Motivation -> ASN Performance	Positive mediation
H9	Competencies -> Motivation -> ASN Performance	Positive mediation
H10	Organizational support -> Motivation -> ASN Performance	Positive mediation

2. METHODS

Research Design

This study uses a quantitative approach with an explanatory design. The goal is to test the direct and indirect relationship between digitalization, competence, organizational support, motivation, and ASN performance. This study is cross-sectional because data is collected at a specific time. This study is also considered non-experimental because the researcher does not provide treatment or engineering of the variable.

Population and Sample

The research population is all ASN in the P2KB, PP&PA Office of South Solok Regency. The total population is 54 employees. Because the population is relatively small and reachable, this study uses total sampling or census. Thus, the entire population was made a respondent in the study.

Variable Measurement

Data were collected using a structured questionnaire with a five-point Likert scale. The digitalization construct includes the adoption of digital technology, the use of digital data, the transformation of work processes, and digital culture and capabilities. Competency constructs include knowledge, skills, attitudes, and work adaptability. The organizational support construct includes leadership support, peer support, facilities, awards, and organizational policies. Motivational constructs include intrinsic drive, extrinsic drive, perseverance, and goal orientation. The construct of ASN performance includes quantity, quality, timeliness, efficiency, adaptability, and work initiative.

Data Analysis Techniques

The data was analyzed using PLS-SEM with SmartPLS. The measurement model was tested through outer loading, Average Variance Extracted (AVE), Cronbach's alpha, composite reliability, Fornell-Larcker criteria, and Heterotrait-Monotrait Ratio (HTMT). The structural model was tested through Variance Inflation Factor (VIF), R-square, f-square, Q-square, Standardized Root Mean Square Residual (SRMR), and bootstrapping to test for direct and indirect influences.

Table 2. Respondent Profile (n = 54)

Category	Groups	Frequency	Percentage
Age	25-34 years old	6	11,1%
Age	35-44 years old	22	40,7%
Age	45-54 years old	18	33,4%
Age	>55 years old	8	14,8%
Gender	Male	12	22,0%
Gender	Women	42	78,0%
Education	High School/Vocational School/Equivalent	19	35,0%
Education	Diploma	2	3,7%
Education	Bachelor	28	51,9%
Education	Magister	5	9,4%
Working period	<5 years old	3	5,6%
Working period	5-10 years	11	20,4%
Working period	>10 years	40	74,0%

3. FINDINGS AND DISCUSSION

Characteristics of Respondents

The most respondents were in the age range of 35-44 years, which was 40.7 percent of the sample. Female respondents dominated the sample by 78 percent. The largest education group is bachelors at 51.9 percent, while 35 percent of respondents are educated in high school/vocational/equivalent. Most respondents have a working period of more than 10 years, which is 74 percent. This profile shows that respondents have strong work experience, but still face the challenge of adapting to the demands of digital work.

Measurement Model

The measurement model meets the requirements of convergent validity and reliability. All indicators that were maintained had an outer loading value above 0.70. The AVE value is in the range of 0.611 to 0.723, so it exceeds the minimum limit of 0.50. Cronbach's alpha value is in the range of 0.929 to 0.957, while composite reliability is in the range of 0.940 to 0.963. These results show that the entire construct has strong internal reliability and adequate convergent validity.

Table 3. Construct Reliability and Convergent Validity

Construct	Cronbach's alpha	rho_a	Composite reliability	AVE
Digitization	0,957	0,958	0,963	0,723
Organizational support	0,942	0,947	0,951	0,658
ASN Performance	0,944	0,946	0,952	0,666
Competencies	0,939	0,942	0,948	0,647
Motivation	0,929	0,931	0,940	0,611

The results of the Fornell-Larcker criterion also support discriminant validity because the square root of AVE in each construct is higher than its correlation with other constructs. HTMT values are mostly below the conservative threshold of 0.85. The HTMT value between performance and motivation of 0.884 is still acceptable at the threshold of 0.90 because the two constructs have a conceptual proximity in work behavior.

Table 4. Criteria Fornell-Larcker

Construct	Digitization	Support org.	ASN Performance	Competencies	Motivation
Digitization	0,850				
Organizational support	0,235	0,811			
ASN Performance	0,689	0,519	0,816		
Competencies	0,315	0,261	0,740	0,804	
Motivation	0,589	0,540	0,786	0,676	0,782

4.3 Structural Model

The structural model does not show serious multicollinearity problems because the overall VIF value is below 5.00. The model has a strong ability to explain the performance of ASN with an R-square value of 0.862 and an adjusted R-square of 0.851. The model is also able to explain motivation with an R-square value of 0.710. The Q-square value for ASN performance is 0.822 and motivation is 0.661 indicating that the model has good predictive power.

Table 5. Explanatory Power and Predictive Power of the Model

Construct endogenous	R-square	Adjusted R-square	Q-square predictive	RMSE	IT IS
ASN Performance	0,862	0,851	0,822	0,436	0,343
Motivation	0,710	0,693	0,661	0,602	0,487

The effect size analysis showed that digitalization contributed greatly to the performance of civil servants with an f-square of 0.704, followed by competence of 0.598. Organizational support contributes moderately to the performance of ASN with an f-square of 0.191. In the motivational construct, competence has the greatest contribution with f-square of 0.542.

Tabel 6. Effect Size

Hubungan	f-square	Interpretasi
Digitalization -> ASN Performance	0,704	Large
ASN Performance Competencies >	0,598	Large
Organizational support -> ASN Performance	0,191	Medium
Digitalization -> Motivation	0,326	Medium
Motivational Competencies >	0,542	Large
Organizational support -> Motivation	0,258	Medium

Hypothesis Testing

The bootstrapping results support the entire direct influence hypothesis. Digitalization had a positive and significant effect on the performance of civil servants (beta = 0.383; t = 4.968; p < 0.001) and motivation (beta = 0.329; t = 4.649; p < 0.001). Competency had a positive and significant effect on ASN performance (beta = 0.408; t = 5.562; p < 0.001) and motivation (beta = 0.500; t = 7.072; p < 0.001). Organizational support had a positive and significant effect on motivation (beta = 0.332; t = 3.840; p < 0.001) and ASN performance (beta = 0.197; t = 2.846; p = 0.004). Motivation also had a positive and significant effect on the performance of ASN (beta = 0.232; t = 2.259; p = 0.024).

Table 7. Direct Influence

Hipotesis	Jalur	Beta	t-statistic	p-value	Verdict
H1	Digitalization -> Motivation	0,329	4,649	0,000	Supported
H2	Motivational Competencies >	0,500	7,072	0,000	Supported
H3	Organizational support -> Motivation	0,332	3,840	0,000	Supported
H4	Motivation -> ASN Performance	0,232	2,259	0,024	Supported
H5	Digitalization -> ASN Performance	0,383	4,968	0,000	Supported
H6	ASN Performance Competencies >	0,408	5,562	0,000	Supported
H7	Organizational support -> ASN Performance	0,197	2,846	0,004	Supported

The results of the mediation test showed mixed findings. Motivation mediated the influence of competency on ASN performance significantly (indirect beta = 0.116; t = 2.169; p = 0.030). Motivation also mediated the influence of digitalization on ASN performance, but this mediation was weak (indirect beta = 0.076; t = 1.964; p = 0.050). The indirect effect of organizational support on ASN performance through motivation was not significant (indirect beta = 0.077; t = 1.883; p = 0.060).

Table 8. Indirect Influence

Hipotesis	Jalur	Indirect beta	t-statistic	p-value	Verdict
H8	Digitalization -> Motivation -> ASN Performance	0,076	1,964	0,050	Weak mediation
H9	Competencies -> Motivation -> ASN Performance	0,116	2,169	0,030	Supported, partial mediation
H10	Organizational support -> Motivation -> ASN Performance	0,077	1,883	0,060	Not supported

Discussion

The findings of the study show that competence is the most important determinant for the motivation and performance of ASN. This result is logical in public organizations that run multiple digital systems. Employees who understand their duties, have adequate skills, and are able to adapt to the demands of digital work tend to be more motivated and able to produce better performance. Competency also has the strongest direct influence on performance. This means that improving performance in this service cannot depend solely on applications or administrative rules. Performance improvement must start from the ability of employees.

Digitalization also has a strong direct influence on performance and a significant influence on motivation. These findings support the view that digital systems can improve public sector performance when they are directly connected to daily work processes. Digitalization helps employees manage data, reporting, coordination, and monitoring more efficiently. However, the indirect influence of digitalization through motivation is relatively weak. This shows that digitalization can improve performance directly through changes in work processes, but it does not automatically result in a strong increase in motivation. Employees can use the app out of obligation, not always because they feel more motivated by the app.

Organizational support has a significant direct effect on motivation and performance, but its indirect influence through motivation is not significant. These findings deserve attention.

Organizational support such as facilities, policies, and leadership assistance can help employees work better directly. However, this support does not necessarily turn into a stronger motivation when employees view that the support is still uneven, not yet concrete, symbolic, or not in accordance with the needs of the job. In this service context, the large number of digital applications, system disruptions, areas with weak signals, and application management centered on a few employees can limit the motivational impact of organizational support.

Motivation has been proven to significantly improve the performance of civil servants. Employees with stronger work drive tend to show better productivity, punctuality, adaptability, and quality of service. Motivation also plays an important role as a mediator in the relationship between competence and performance. In simple terms, competent employees can work better because competence makes them more confident and more motivated to get the job done well.

Overall, the results of the study show that digital transformation in local governments needs to be understood as a socio-technical process. The technical section includes applications, infrastructure, data systems, and digital procedures. The social part includes competence, motivation, leadership, recognition, workload sharing, and organizational support. The performance of ASN increases when the two parts run together.

4. CONCLUSION

This study analyzes the influence of digitalization, competence, and organizational support on the performance of ASN through motivation at the P2KB, PP&PA Office of South Solok Regency. The results of the study show that digitalization, competence, and organizational support have a positive and significant effect on the motivation and performance of ASN. Motivation also has a positive and significant effect on the performance of ASN. Competency is the dominant predictor of ASN performance, followed by digitalization and organizational support.

The results of the mediation showed that motivation mediated the influence of competence on the performance of ASN partially. Motivation also mediates the influence of digitalization on ASN performance, but with a weak level of mediation. Motivation does not significantly mediate the influence of organizational support on the performance of ASN. These findings show that competency development is the most powerful strategy to improve performance, while digitalization and organizational support need to be designed in a more concrete way to truly increase the motivation and work readiness of civil servants.

Theoretically, this study expands the literature on public sector human resource management by integrating digitalization, competence, organizational support, motivation, and performance in one empirical model. This research supports the view that motivation is not only the result of organizational resources and individual abilities, but also a mechanism that explains how competencies improve performance. The study also shows that digitalization can work directly through improvement of work processes and indirectly through motivation, although the indirect mechanisms are relatively weak.

Practically, the agency needs to prioritize competency development in a structured manner. Training needs to cover application operations, data accuracy, digital reporting, digital ethics, problem-solving, and cross-unit coordination. Agencies also need to reduce reliance on multiple application administrators by dividing digital responsibilities more evenly. Organizational support needs to be made more concrete through stable internet access, technical assistance, leadership guidance, workload fairness, appreciation for digital adaptation, and clear operational standards of digital work procedures.

This research has several limitations. First, the research was conducted in one local government agency, so the generalization of the results needs to be done carefully. Second, the study uses cross-sectional surveys, so causal interpretations need to be limited. Third, the data comes from respondents' perceptions so that they can be influenced by social bias. Fourth, the research model only focuses on digitalization, competence, organizational support, motivation, and performance. The research can further test this model on several government agencies, using a longitudinal or mixed-method design,

as well as adding other variables such as digital leadership, organizational culture, workload, job satisfaction, and service innovation.

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