

**THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CAPACITY  
DEVELOPMENT COMMITMENT, INFORMATION AND  
COMMUNICATION TECHNOLOGY ON IMPROVING EMPLOYEE  
PERFORMANCE SUPPORTING SYSTEMS  
AND PROFESSIONAL HUMAN RESOURCE COMPETENCY  
DEVELOPMENT THROUGH THE HUMAN CAPITAL DEVELOPMENT  
PLAN (HCDP) ROADMAP  
AT THE SECRETARIAT GENERAL OF DPD RI**

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**ABSTRACT**

*Influence of improving the support system and developing the competence of professional human resources through the provision of the Human Capital Development Plan (HCDP) Roadmap at the Secretariat General of DPD RI is the extent to which leadership, organizational capabilities, information and communication technology support employee performance systems and affect performance employees and professional human resource competencies, in devoting skills, knowledge, skills, energy and time where work motivation expects rewards from companies that can satisfy their needs. The purpose of this study was to identify and analyze the effect of Work Leadership, organizational capabilities, information and communication technology supporting employee performance systems and influencing employee performance and professional human resource competence in the provision of HCDP at the Secretariat General of DPD RI. The analysis tool in this study uses a quantitative analysis approach, which is an approach to test a hypothesis by using accurate statistical data tests. The hypothesis put forward in this study is that leadership, commitment and information and communication technology, and employee competence influence the provision of HCDP in improving performance at the Secretariat General of DPD RI.*

**Keywords:** *leadership, commitment, competence, performance and HCDP*

**Introduction**

**a. Background of The Problem**

The quality of services provided by the public, in this case the Secretariat General of the Regional Representatives Council of the Republic of Indonesia, is still said to be inadequate and the government, namely the Secretariat General of the Regional Representatives

Council of the Republic of Indonesia as one of the elements of the State Civil Apparatus (ASN), has not been able to carry out its role optimally. Furthermore, in the capacity of the central government, in this case the Ministries/Institutions (M/I), namely the Secretariat General of the Regional

Representatives Council of the Republic of Indonesia (DPD RI).

**b. Identification of Problem**

Based on the background of the problems above, the following problems can be identified :

- 1) There is a leadership role in the Secretariat General of DPD RI which is still not optimal in implementing its main tasks and functions;
- 2) The lack of implementation by ASN of the commitment to developing organizational capabilities and employee work ethics is still low but does not reduce the quality of performance of employees in the DPD RI Secretariat General environment;
- 3) Lack of understanding of the development of ICT innovations that are utilized by employees in the Regional Secretariat General of DPD RI and the public/community;
- 4) Not yet optimal use of ICT through an approach to increasing supporting systems for employee performance in the DPD RI Secretariat General environment;
- 5) ASN still has low awareness of developing professional human resource competencies and the tasks assigned to each employee are only seen as a daily routine;
- 6) The implementation of improving the employee performance supporting system at the Secretariat General of DPD RI has not run optimally; and
- 7) The Human Capital Development Plan (HCDP)

road map for the development of employee professional competence in the Setjend DPD RI is not yet available.

**c. Restrictions of the problem**

Based on the background and identification of the problems above, as well as considering the capabilities and limitations of both time, thought, effort and cost, the research proposals in this article will be more focused by the authors on the issue of leadership implementation, commitment to developing organizational capabilities and employee work ethic, development of technological innovation information and communication, improving employee performance supporting systems and developing professional human resource competencies through the Human Capital Development Plan (HCDP) road map at the Secretariat General of DPD RI and its influence on DPD RI members and the community as its constituents.

**d. Formulation of the problem**

Based on the problem identification and problem definition above, the problem can be formulated as follows:

- 1) Could the role of leadership in the Secretariat General of the DPD RI influence the improvement of employee performance?
- 2) Could the implementation of the Commitment to Develop Organizational Capability and Employee Work Ethics at the General Secretariat of DPD RI affect the quality of employee performance?
- 3) Has the understanding of Information Communication and Technology (ICT) among DPD RI Secretariat General

employees and the community been implemented in improving employee performance?

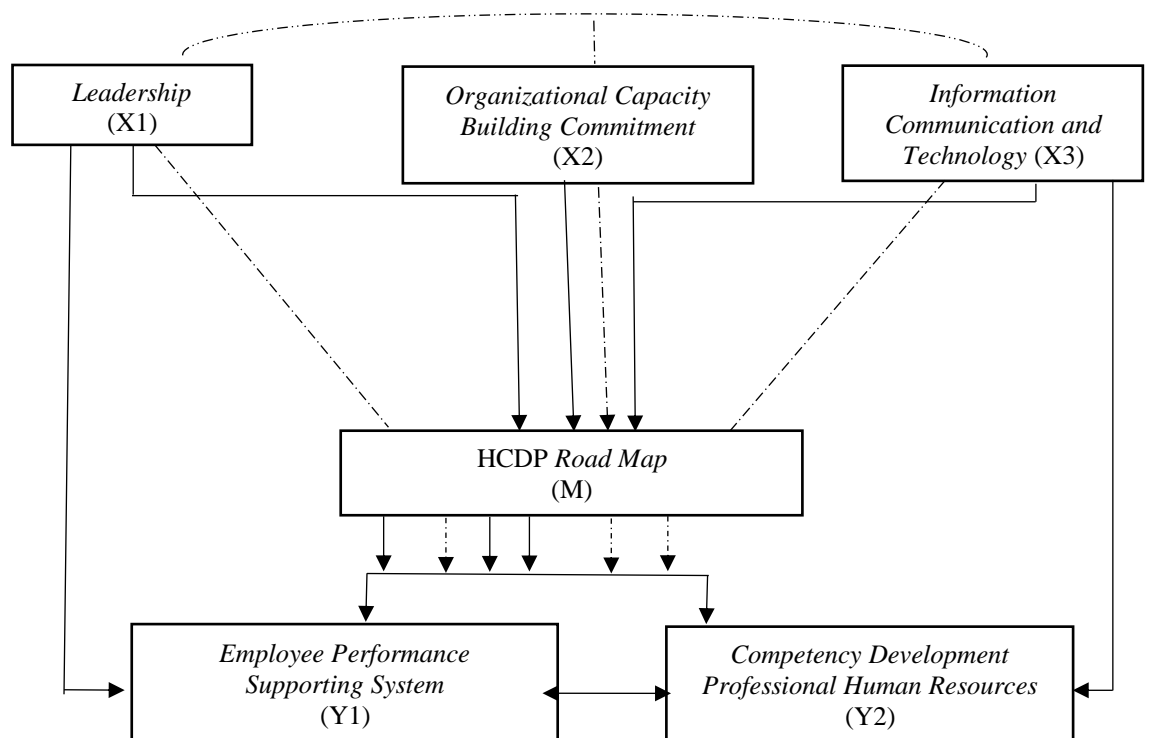
- 4) Does ASN's awareness of the development of professional human resource competencies and the tasks assigned to each employee still low and still considered as just a routine?
- 5) Does the use of ICT through an increase in the employee performance supporting system at the Secretariat General of DPD RI optimal?
- 6) Could the implementation of Professional HR Competence through the HCDP roadmap at the Secretariat General of DPD RI affect the improvement of the performance of employees, Members of the DPD RI and the community?
- 7) Does the existence of the HCDP roadmap affect the development

of professional human resource competencies in the Secretariat General of DPD RI?

#### e. Framework

In this article, the framework of thought is to outline the logical flow of research with the aim of describing the relationship between variables, namely the phenomenon of organizational and employee/public/community demands for excellent service and government policies to increase employee performance optimally on the implementation of the influence of leadership, commitment development of organizational capabilities, information and communication technology to improve employee performance supporting systems and development of professional HR competencies through the HCDP roadmap in the Secretariat General of DPD RI.

The framework of thought about the relationship between variables is as follows :



## **f. Hypothesis**

Sugiyono (2016:93) defines a hypothesis as "a temporary solution to the formulation of a research problem, therefore the formulation of a research problem is often arranged in the form of a statement sentence." The pattern of hypotheses that the author can convey on the basis of the existing conceptual framework and the basis of previous research is as follows :

- H1 : Leadership has a positive and significant influence on the provision of the HCDP Road Map;
- H2 : Organizational Capacity Building Commitment has a positive and significant impact on the provision of the HCDP Road Map;
- H3 : Information and Communication Technology has a positive and significant impact through the HCDP Road Map;
- H4 : Leadership has a positive and significant influence on Employee Performance Supporting System and Human Resources (HR) Professional Competency Development;
- H5 : Commitment to Organizational Capacity Development has a positive and significant influence on Employee Performance Supporting System and Professional HR Competency Development;
- H6 : Information and Communication Technology has a positive and significant influence on the Employee Performance Supporting System and Professional HR Competency Development;
- H7 : Provision of the HCDP Road Map has a positive and significant influence on the Employee Performance Supporting System and Professional HR Competency Development;
- H8 : Leadership has a positive and significant effect on the Employee Performance Supporting System and Professional HR Competency Development through the HCDP Road Map as an intervening variable;
- H9 : Organizational Capacity Development Commitment that has a positive and significant influence on the Employee Performance Supporting System and Professional HR Competency Development through the provision of the HCDP Road Map as an intervening variable;
- H10 : Information and Communication Technology has a positive and significant influence on Employee Performance Supporting System and HR Professional Competency Development through the HCDP Road Map as an intervening variable; and
- H11 : Leadership, Organizational Capacity Development Commitment and Information and Communication Technology together have a positive and significant effect on the Employee Performance Supporting System and Professional HR Competency

Development through the HCDP road map as an intervening variable.

## **Literature Review**

### **a. Leadership Theory**

#### **1) Definition of Leadership**

Leadership could be explained as an ability possessed by someone to be able to influence other people, so that other people want to follow the wishes of the person who influences it. Leaders are very important in an organization. Because in essence the organization besides being a container that accommodates people who carry out activities according to their expertise, is arranged in a systematic structure based on certain hierarchies. This is part of the government's strategy (Hidayat, R., & Nursetiawan, I., 2022).

#### **2) Leadership Component**

Leadership component is something that should be attached to a leader in the form of certain traits such as personality, ability, and capability. Thus leadership, besides having high-intensity relationships with humans, both vertically, horizontally and social interactions that are diagonal or external relations, all of that is an integral part of maintaining, maintaining and developing the organization.

#### **3) Characteristics of Leadership for Employees**

The characteristics of leadership are that there are four leadership characteristics of leadership, which include being oriented and directed towards

individual abilities, showing the quality of the relationship and interaction between the leader and his followers, relying on the individual resources of the leader even though it ultimately leads to organizational goals, and the relationship that more "personal and informal" which is centered on leaders, followers and their institutions and society.

The characteristics of leadership emphasize that the leader always interacts with his followers, namely his employees, but the ability of the individual leader still makes it the main basic capital for a leader to have influence and maintain his authority so that his followers (employees) continue to increase their loyalty and dedication to achieving the goals of the organization on an ongoing basis and together. (S. Pamuji, 1982.)

#### **4) Leadership Object**

Related to leadership material, from the point of view of leadership objects as in Government Leadership or Regional Head Leadership, it can be interpreted that government leadership is the attitude, behavior and activities of government leaders that take place both at the center and in the regions, in an effort to achieve a goal administration of state government. (E. Koswara, 2003.)

#### **5) Characteristics of Leadership for Employees**

The discussion on leadership from the point of view of leadership traits quoted from experts then shows the various characteristics that must be possessed by leaders in carrying out their leadership duties. As stated by J. Kaloh, citing the opinion of P. Nicolai (1990) and Stogdill (1974), discussing the nature of leadership, the nature and character of government leadership is to be critical, always capable of anticipating strengths, weaknesses, opportunities and threats to organizational goals and ready to take risks in the public interest.

#### **6) Leadership Behavior for Employees**

Opinion of Yuki (1989) cited by Kaloh, stated that leadership behavior includes several things, namely disseminating information (informing), planning (planning), organizing (organizing), solving a problem (problem solving), formulating roles and goals (clarifying), monitoring (monitoring/controlling), motivating (motivating), preventing conflict and developing groups (managing conflict and team building) and creating networks (networking).

#### **b. Organizational Capability Development Commitment Theory**

##### **1) Definition of Development Commitment and Organizational Capability**

Development Commitment is related to commitment (real intention within) to increase and optimize the progress of the organization and has a positive effect on employee performance in one organization. Commitment is

the intention that exists within oneself for the progress of the sustainability of the organization. Krietner (2005) explains that capability contributes significantly, together with effort and skill to one's performance.

##### **2) Organizational Capability Function**

The organizational capability function is the strength and ability of the organization as a whole and as a whole which is a driving factor in achieving organizational goals. According to Amir (2011) explains that capability is the ability to exploit both the resources that are owned within oneself and within the organization, as well as one's potential to carry out certain activities or a series of activities.

##### **3) The Process of Establishing Organizational Capability**

Building organizational capabilities is something that is not easy. If counted since seventy years ago, management concepts and theories for the management and improvement of organizational capabilities that are considered very famous in the world number more than three hundred. Building organizational capability is defining the current state of the organization and defining future state of the organization. What do we already have and what funds do we need to have to achieve the desired future.

##### **4) Organizational Capability Development**

Implementation of the strategy is highly dependent on personnel competency, possessing adequate competence and

competitiveness. Building such an organization has always been a priority for strategy implementation. In rapid change management is one of the first situation growth strategy, and in such cases the company does not have people who are capable of implementing the measures.

**c. Information and Communication Technology Theory**

**1) Definition of Information and Communication Technology**

Information and Communication Technology Transformation is a change in form, nature, function, and so on. Related to the organization, changes in form can be in the form of process changes from manual to non-manual or changes in organizational structure. Information and communication technology transformation, as defined by Constellation Research, is a methodology that organizations use to transform and create new business models and cultures with technology.

**2) Factors Influencing Information and Communication Technology**

The influential factor is related to Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). The development of information technology provides an opportunity for the government to improve public services and carry out good governance through the implementation of an Electronic-Based Government System (SPBE) or e-Government, namely governance that utilizes information and communication

technology (ICT) to be able to provide services to citizens. SBE users.

**3) Benefits of Using Information and Communication Technology**

The rapid and massive use of information and communication technology (ICT) has made the public have a lot of user experience regarding the ease of access to information and the ease of receiving services. This user experience is also owned by internal bureaucracy circles who always make comparisons of internal services with their experience when using services outside the bureaucracy, such as e-mail, chat, marketplace, online buying and selling, or e-Banking.

**4) Characteristics of Information and Communication Technology**

Characteristics of the Information and Communication Technology (ICT) system include being able to provide information, provide information, be user friendly, designed appropriately to facilitate access to information for users. The policy of using information and communication technology in government agencies (e-Government) was initiated by Presidential Instruction No. 3 of 2003 concerning the Policy and National Strategy for e-Government. To ensure that the formation of a digital organization can run effectively, one of the important parameters is optimizing the use of technology.

**5) Information and Communication Technology category**

Advances in information technology are so rapidly and massively utilized, making the public have a lot of user experience regarding easy access to information and ease of receiving services. This user experience is also owned by internal bureaucracy circles who always make comparisons of internal services with their experience when using services outside the bureaucracy, such as e-mail, chat, marketplace, online buying and selling, e-Banking. The experience of both of them will become a pressure in itself so that Information and Communication Technology (ICT) for an organization can be realized immediately.

**d. Employee Performance Supporting System Theory**

**1) Definition of Employee Performance Supporting System**

According to Prof. Dr. Moehariono, M.Sc. in his book entitled "Competency-Based Performance Measurement", employee performance is the result of performance that can be achieved by a person or group of people in the organization both qualitatively and quantitatively, in accordance with the authority, duties and responsibilities of each in an effort to achieve the goals of the organization concerned legally.

**2) Benefits of Employee Performance Supporting System**

The benefits obtained as stated by LinovHR, 2022 in online sources are as follows:

- a) Improving effective communication, a

friendly and supportive work environment;

- b) Better self-confidence, you will be more appreciated and given support;
- c) Job satisfaction, employees who are valued and supported by their work will feel more satisfied with their duties and obligations and can work with a happier feeling and will feel a more positive side;
- d) Physical and mental health, a positive work environment will also have an impact on stress levels, because of work; And
- e) A higher level of well-being, the presence of supportive people in our team and work environment, will have a good impact.

**3) Employee Performance Supporting System Process**

Regarding the support system, there are several efforts that can be made and starting from small things, the following can be done as follows (LinovHR online media, 2022):

- a) Give special time to chat, employees at work are the most important assets that we must protect their welfare;
- b) Provide feedback and coaching. In work, a support system can of course be formed by



- providing good feedback to employees and conducting coaching;
- c) Recognition and rewards, as well as feedback and coaching, if our employees succeed in doing a good job and the results are satisfactory, don't hesitate to give rewards to them; and
- d) Open communication, actually the key to a support system in a work environment is good communication. Both between colleagues, as well as between employees and organizational leaders.

#### **4) Employee Performance Supporting System Practices**

The implementation of employee performance supporting systems in an organization will clearly show that one of the best supports given by employees is to provide special systems or applications that can help employees work in an organization, such as business applications, e-performance applications, e-functional applications, system applications. employee education and training management, accounting applications from Accurate Online and many other types of applications related to employee performance in an organization.

Electronic Based Government System (SPBE), both central and local government agencies. The intended

implementation of integration is with the provisions of Presidential Regulation Number 95 of 2018, mandating the preparation of the SPBE plan and budget, the SPBE Plan Map, the development of special applications for central agencies and local governments, as well as the construction and development of the SPBE General Application, used nationally based on the SPBE Architecture.

#### **e. Professional Human Resource Competency Theory**

##### **1) Definition of Professional Human Resource Competency**

The definition and meaning of competence according to Lyle Spencer and Signe Spencer (in Moeheriono, 2010:3) are the characteristics that underlie a person related to the effectiveness of individual performance in his work or even the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference, effective or excellent or superior performance at work.

Based on this definition, some of the meanings contained therein are as follows:

- a. The basic characteristic (underlying characteristic) of competence is part of a deep personality and is inherent in a person and has predictable behavior in various circumstances of work assignments;
- b. Causal relationship (causally related) means

that competence can cause or be used to predict a person's performance, meaning that if you have high competence, you will also have high performance (as a result);

- c. The criteria (referenced criteria) used as a reference, that competence will actually predict someone can work well, must be measurable and specific or standardized.

## **2) Factors Affecting Competence of Professional Human Resources**

Michael Zwell (in Wibowo, 2007:102) reveals that there are several factors that can affect a person's competency skills, namely Beliefs and Values, Skills, Experience, Personality Characteristics, Motivation, Emotional Issues, Intellectual Ability and Organizational Culture.

## **3) Benefits of Using Professional Human Resource Competency**

Ruki (in Sutrisno, 2012:208) suggests that the use of the concept of human resource competence in a company is used for various reasons, namely Clarifying work standards and expectations to be achieved, Employee selection tools, Maximizing productivity, Basis for developing remuneration systems, Facilitating adaptation to change, and Aligning work behavior with organizational values.

## **4) Characteristics of Professional Human Resource Competency**

According to Spencer in (Caryannopoulos, 2017), several competency characteristics consist of:

- a) Character (traits), namely what makes a person have an attitude of behavior;
- b) Motive, namely something that someone wants or consistently thinks about and wants;
- c) Innate (self-concept), namely the attitudes and values possessed by a person;
- d) Knowledge, namely information owned by someone in a certain field and in a certain area; and
- e) Skills or expertise, namely the ability to carry out certain tasks, both physically and mentally.

## **5) Professional Human Resources Competency Category**

Mikchael Zwell (in Wibowo, 2007: 93) provides five competency categories consisting of task achievement, relationship, personal attribute, managerial, and leadership.

## **f. Theory Road Map Human Capital Development Plan/HCDP**

### **1) Definition of Road Map Human Capital Development Plan**

Road Map is a road map or guide map. Judging from the Big Indonesian Dictionary (KBBI), a guide map means a detailed plan to achieve certain goals. Meanwhile,

HCDP is a comprehensive HR competency development plan based on analysis of competency gap fulfillment required for the direction of HR development program implementation. This is the foundation for the implementation of ASN Management, as mandated in Law No. 5 of 2014, concerning State Civil Apparatuses and hereinafter related to HCDP is the embodiment of Government Regulation Number 11 of 2017 concerning Management of Civil Servants, RI LAN Regulation Number 10 of 2018 concerning Competency Development of Civil Servants, Minister of Administrative and Bureaucratic Reform Regulation Number 38 of 2017 concerning Competency Standards for ASN Positions and BKN RI Regulation Number 22 of 2013 concerning Guidelines for Preparing Civil Service Development Planning.

## **2) The Importance of Preparing a Human Capital Development Plan Road Map**

The preparation of the ASN HCDP road map aims to provide directions for the development of ASN human resources in central and regional agencies, through mapping of ASN HR competencies (managerial competence, cultural competence and technical competence), analysis of position competency gaps; identify ASN HR development needs, and prepare ASN HCDP documents as a prerequisite for applying for scholarships managed by BAPPENAS. The ASN HCDP document is expected to provide benefits to the drafting agencies, to

increase the competence and professionalism of ASN human resources according to agency needs and development priorities at the national level as well as in the fields or regions that are their duties and functions; sustainability of the succession process at central or regional agencies, improving internal business processes at central or regional agencies, and improving the quality of planning at central or regional agencies (Harini, 2020).

## **3) The Benefits of Compiling a Human Capital Development Plan Road Map**

There are several important principles and benefits in the preparation of the HCDP ASN Development road map, namely:

- a) Objective
- b) HCDP is prepared on the basis of ASN and organizational development needs (evidence base);
- c) Systematic
- d) ASN is required to participate in self-development to improve competency and performance based on the competency standards required for the position;
- e) Sustainable
- f) Every government agency stipulates the periodic development of ASN;
- g) The ASN development plan is prepared taking into account career planning, performance appraisal results and

competency assessment results; And

h) **Transparent**

Every procedure for preparing an ASN development plan.

**4) Practice of Compiling a Human Capital Development Plan Road Map**

The preparation of the Human Capital Development Plan (HCDP) road map is guided by LAN RI Regulation Number 10 of 2018 concerning Development of PNS Competency, competence is the knowledge, skills and attitudes/behaviors of a ASN that can be observed, measured, and developed in carrying out their duties. The preparation of HCDP at the agency level is carried out by the authorized official (PyB). Needs and plans are determined, implemented and evaluated for their implementation by the staffing supervisor official (PPK) for a period of 1 (one) year.

**5) Preparation of Agency Level HCDP**

Preparation of needs and plans for agency level competency development is carried out through the stages of inventorying the types of competencies developed from PNS, verification of competency development plans and validation of needs and competency development plans. Competency development needs and plans are determined by PPK. Verification is done by PyB. Verification requires at least suitability for the type of competency being developed, suitability for the competency development path, fulfillment of 20 JP (meeting hours) of competency

development per year, budget availability and competency development implementation plan.

**6) Compilation of National Level HCDP**

Preparation of needs and plans for national level ASN competency development is carried out in the national competency development coordination forum. The forum is held to determine the type of competency development which is a national priority program.

**7) Indicators of Developing a Human Capital Development Plan Road Map**

The indicators for compiling the Human Capital Development Plan (HCDP) road map were not easy and fast, it was not uncommon for some to fail due to difficulties in setting goals for implementing this management. Because of this, several strategies that are commonly considered for the practice of designing HCDPs in each agency are as follows:

- a) Set a targeted vision, which involves a complete understanding of an agency/organization in order to achieve a clear strategic direction;
- b) Clearly understand the objectives of the HCDP between the gaps and the current state in developing HR planning objectives;
- c) Simplify the recruitment process for staff, so as not to discourage current and prospective employees;
- d) Recognizing employee achievements and abilities; and

- e) Planning recruitment based on the needs of the organization.

to be studied and then a conclusion is drawn.

### 3. Population dan Sample

#### a. Population

The population is a generalized area consisting of objects or subjects that have certain qualities and characteristics, which are determined by researchers to be studied and then drawn conclusions (Sugiyono, 2011). The population in this study were all civil servants in the DPD RI Secretariat General organization, totaling 564 people.

#### b. Sample

Sample is defined as part of the whole as well as features of the population. It is said that the sampling was carried out by researchers due to various circumstances. First, because the number of study objects is large and varied.

The sample is part of a certain number or characteristic taken from a population which will be examined in detail. The samples to be taken in this study are detailed. The sample to be taken in this study is in accordance with the applicable method so that it is truly representative. The sample of this research is part of the total employee population in the DPD RI Secretariat General, with ASN totaling 564 people. While the sample size is obtained by using the slovin formula.

## Research Methods

### 1. Research Design

In this research proposal, the authors propose to use a quantitative approach. Creswell states that "a quantitative approach is a measurement of quantitative data and objective statistics through scientific calculations derived from a sample of people or residents who are asked to answer a number of questions about a survey to determine the frequency and percentage of their responses." (Creswell, 2009). According to Creswell in this quantitative approach, the research will be premature, analyzing statistical data and interpreting statistical data. Quantitative research is a research method based on the philosophy of positivism. This method is used to examine certain populations or samples, collect data using research instruments, analyze statistical data, with the aim of testing the established hypotheses (Sugiyono, 2011). Based on the explanation above, it can be concluded that the quantitative approach is an approach in this study to test hypotheses using accurate statistical data tests.

### 2. Operational Variables

The operational definition of a research variable is an attribute or characteristic or value of an object or activity that has certain variations that have been determined by the researcher

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{564}{1 + 564 \times (0,05)^2}$$

$$n = \frac{564}{1 + 1,41}$$

$$n = \frac{564}{2,41}$$

$$n = 234,05 \approx 234$$

So the number of samples is **234**

Information :

n = Sample size

N = Population size

e = The desired critical value (accuracy limit) (percentage of inaccuracy due to sampling error), so the specified critical value is 0.05.

#### **4. Data Collection Techniques and Tools**

##### **a. Data Collection Technique**

1. Questionnaire Method  
Data collection techniques are carried out by providing a set of questionnaires or written statements to obtain information from a number of respondents.
2. Observation Method  
Data collection activities by conducting direct research on the environmental conditions of the research object which will support research activities so that a clear picture of the condition of the research object is obtained. (Cronk, 2018).

##### **b. Data Collection Tools**

In this study, the research instrument used was a

questionnaire (questionnaire), with a Likert scale. According to Sugiyono "Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena". The statement answered by the respondent gets a value according to the alternative answer in question.

The instrument given to respondents uses a 5-point Likert scale technique to measure research variables. Respondents will choose answers from positive statements with 5 (five) alternative answers, as follows:

- a. Strongly Agree (SS)
- b. Agree (S)
- c. Undecided (RR)
- d. Disagree (TS)
- e. Strongly Disagree (STS)

Each alternative answer has a score, as follows:

- a. SS with a score of 5
- b. S with a score of 4
- c. RR with a score of 3
- d. TS with a score of 2
- e. STS with a score of 1

## Results and Discussion

Data analysis method is a method used to process research results in order to obtain a conclusion. With a theoretical framework, the data analysis technique used in this study is quantitative analysis using the **SEM (Structural Equation Modeling)** model or the Structural Equation Model with the **AMOS 22** program. **SEM** is a set of statistical techniques that allows testing a series of relatively complex relationships simultaneously. This complicated relationship is defined as a series of relationships built between one or several dependent (endogenous) variables and one or several independent (exogenous) variables and these variables are in the form of factors or constructs built from several indicators that are directly observed or measured (Minto Wahyo, 2011). According to (Sugiono, 2012) SEM can be described as an analysis that combines the approaches of factor analysis, structural model and path analysis. According to Imam Ghazali (2011). SEM is a combination of separate statistical methods, namely factor analysis and simultaneous equation modeling.

## Conclusions

In this research article, researchers used the Structural Equation Modeling (SEM) technique using AMOS 22 software. According to Sugiono (2013), SEM is described as an analysis that combines factor analysis approaches, structural models, and analysis. path (path analysis). This analysis method is used to interpret and draw conclusions from the collected data. The researcher used the **SPSS for Windows version 24** and SEM

(Structural Equation Model) software from the **AMOS version 24** statistical package to process and analyze the results of research conducted by researchers.

Through this SEM software, not only the causality relationship (direct and indirect) to the observed variables or constructs can be detected, but the magnitude of the components that contribute to the formation of the construct itself can be determined. According to Sanusi (2011), there are several steps taken to test whether the SEM model is feasible or not. The first, by testing whether or not there is a faulty estimated value. This damaged value could have occurred in the model section in the measurement. The next step is to carry out a fit test based on fit indices. Fit indices in SEM are divided into 3 (three) parts, namely:

1. Absolut Fit Indices;
2. Incremental Fit Indices; and
3. Parsimony Fit Indices.

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