

Competence, Digital Capability, And Workload: Their Impact On Organizational Commitment And Performance Of Pddikti Administrators

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Abstract. *This study aims to analyze the influence of competencies, digital capabilities, and workload on the performance of PDDikti admins through organizational commitments to LLDikti Region IX. The respondents of the study were 231 PDDikti admins, with analysis using the Partial Least Square approach. The results of the study show that competence has a positive and significant effect on organizational performance and commitment, so that the higher the admin competence, the better the performance and loyalty to the organization. On the contrary, workload has been shown to have a negative and significant effect on performance and commitment, both directly and indirectly. Digital capabilities have a positive, but not significant effect on performance and commitment, although through mediation organizational commitment can still have an indirect influence on performance improvement. The organization's commitment itself has proven to play an important role as an important mediator, which strengthens the relationship between competencies, digital capabilities, and workloads to performance. This study emphasizes that the improvement of PDDikti admin performance is not only determined by individual factors, but also proportionate workload management and strengthening organizational commitment, so that the quality of PDDikti reporting can be maintained optimally.*

Keywords: *Competencies, Digital Capabilities, Workload, Organizational Commitment, Performance, PDDikti Admin, LLDikti Region IX*

1. INTRODUCTION

The digital era requires all business entities to adopt digitalization in all their operational systems. All organizations, including corporations, government agencies, and nonprofits, must adapt to this changing environment. Colleges as educational institutions that provide services must also develop various applications to facilitate their economic operations. Universities play an important role in Indonesia's higher education environment, particularly in facilitating wider access to education for the community. Universities must adapt to technological advances and improve academic quality and administrative services to meet the demands of the digital age.

The digitalization of higher education is important because the advancement of the times demands the integration of technology in various aspects of academic activities. One of the important elements of higher education modernization is the management of academic data through an integrated reporting system, namely the Higher Education Database (PDDIKTI) managed by the Ministry of Higher Education, Science and Technology. This reporting requires accurate and appropriate data for various purposes, including institutional accreditation, scholarship implementation, and performance assessment of lecturers and students. The need for efficient data provision has an impact on the accreditation status and public perception of higher education institutions.

The Higher Education Service Institution (LLDikti) is an extension of the Ministry of Education, Culture, Research, and Technology which is tasked with coordinating and supporting universities, especially private universities, throughout Indonesia. LLDikti plays an important role in supporting the implementation of public and private universities so that they can organize their activities properly, comply with applicable educational standards, and encourage innovation in the digital era. The Higher Education Service Institution (LLDikti) is divided into 16 regions, with a research focus on the Admin of PDDIKTI of universities within the scope of LLDikti Region IX, covering the provinces of South Sulawesi, West Sulawesi, and Southeast Sulawesi. The role of employees (admin pdditki) is very crucial. Employee competence and performance are crucial factors in achieving goals in every university. With the support of an efficient system and an understanding of applicable regulations, the role of employees can be key in improving the quality and integrity of college data at the national level.

In achieving employee performance, there needs to be basic needs. Goal Setting Theory is the process of a person's actions to achieve goals or produce individual performance. When a person is given a high goal, the level of performance will also be high. Job performance includes the important standards of judgment in an organization and job performance cognition varies from person to person within an organization. argues that the definition of success varies from individual to individual. believe that job performance is the performance of an employee's job over a certain period or the level of contribution to an organization after the completion of a particular task. (Jeffrey A. Miles, 2012) (Freeman & Beale, 1992) (Route, 2021)

Employee performance refers to the results or outputs that employees can produce when performing tasks within a specified period of time. The behavioral approach in management states that the success of an employee is determined by the quantity or quality of outputs or services provided by an individual, as stated by . (Stephen P. Robbins & Timothy A. Judge, 2013)



Source: LLDIKTI Region IX (data processed)

Figure 1.1. Percentage of Academic Reports in 2018-2023

According to PDDIKTI reporting data from LLDIKTI region IX in figure 1.1, it shows that the average achievement data of academic reporting by PDDIKTI admins in universities is below 85% or does not reach what should be 100%. Therefore there is a theoretical gap that cannot explain a phenomenon (AUGUSTY FERDINAND, 2014). A person's performance can be affected by various elements such as competence, capability, and workload. The more competent a person is, the better his performance will be. (Schein, 2004)

Competencies are useful for improving human performance in the workplace. describes a person's competence as a fundamental attribute that is causally related to effective job performance. Therefore, (June & Mahmood, 2011) (Richard E. Boyatzis, 2008) one may or may not be aware of the existence and possession of these attributes. Job competencies can include motivation, quality, ability, aspects of self-image or social roles, or knowledge store. (Otto Randa Payangan & Herlina J.R. Saragih, 2022) With special abilities one can do things well

Many studies have tested the correlation between competence and employee performance, and revealed that competence has a significant impact on employee performance, namely by , , , , . Some other research findings show a significant positive impact of work competence on individual performance, such as , , and However, research by Finding different results, i.e. the effect of competence on performance is not significant. , , and found competence had no significant effect on employee performance. stating that the performance of the workers is not optimal, due to the limited competence they have due to the lack of education or training related to weaving work. Work competencies, which include knowledge, skills, and attitudes, are indispensable to support the performance of workers. (Alex Winarno & Yoga Perdana, 2015) (Ayu Et Al., 2018) (Lin, 2021) (Tufuor Kwarteng & Servoh, 2022) (Martini et al., 2024a) (São Paulo et al., 2024) (Mahmood Et Al., 2018) (Tail, 2018) (Ayu Et Al., 2018) (Pulka Et Al., 2021) (Paper Rameshwar Dubey &

Sadia Samar Ali, 2011)(Fajar Maya Sari, 2013)(Shodiqin & Cecilia Sri Mindarti, 2013)(Martini et al., 2024a)

The application of goal-setting theory in personal capabilities allows individuals to perform a wide range of work activities with an adequate level of proficiency. The personal capabilities of information system users are very important in producing and processing information for the formulation of appropriate planning reports. Therefore, every employee must have proficiency in utilizing computer-based systems to efficiently process various transactions, store and retrieve important data, minimize mathematical errors, generate timely reports in various formats, and serve as an instrument for decision-making. Digital capabilities foster agile thinking for employees, making them adept at solving problems, finding innovative solutions, and embracing change. This allows them to stay ahead of technology trends, incorporate new solutions into workflows, and encourage continuous learning and adaptation (Damayanti Putri & Sari Düsseldorf, 2021) (Money et.al, 2024).

Nasiri et.al, 2020) believe that employees with strong digital capabilities tend to be more productive. They can navigate digital devices efficiently, reducing the time it takes to complete tasks and improving overall results. Previous research has shown that personal capabilities have a positive effect on employee performance. digital capabilities have a direct influence on employee performance in the Indonesian technology industry. This study reveals that the positive relationship between digital capabilities and employee digital performance (Damayanti Putri & Sari Düsseldorf, 2021) (Herwina, 2022) Money et.al, 2024). However, in contrast to the study, the results show that the dynamic capabilities of employees have a more significant influence. (Bieńkowska et al., 2021)

Performance variables are also influenced by a person's psychological condition, in this case workload. Where workload refers to the quantity of tasks assigned to an individual, whereas overload is related to those who are burdened with an excessive number of tasks. Individuals who receive an excessive workload can experience stress, burnout, and burnout, which adversely affects employee motivation and related stakeholders. Symptoms of stress can manifest in many forms, which may be seen in work. This pressure will be felt or cause problems that are challenging for employees. Employees who show low efficiency can leave the organization. Changes in the workplace and workload will affect stress levels, thus impacting employee performance. (Leiter & Schaufeli, 1996) (Ahmad et.al,2019) (Stephen P. Robbins,1996) (Ahmad et al., 2019)

The results of research on the effect of workload on employee performance still contradict each other. The authors say that the direct effect of mental workload on job performance is not significant. indicates that there is an inverse U-shaped relationship between workload and performance. Employee work output increases to a certain point, then decreases. Similarly, the highest performance quality is achieved at medium workload levels, which provides evidence of the tradeoff between quantity and quality. Likewise, it is found that workload has no impact on employee performance. However, research shows that workload has a significant positive effect on employee performance. Authors such as Mowlaei (2017), Albasu and Nyameh (2017) establish that workload can improve employee performance through metadata analysis regarding workload and employee performance. Seeing the contradictions in some of the results of previous research, the researcher considers it necessary to include a mediation variable, namely the organizational commitment variable to explain the relationship. (Jalali et.al, 2023) (Bridges, 2015) (Johari Et Al. , 2018) Siswanto et.al, (2019) (Shah Et Al. , 2011) (Yao et.al , 2011) (Udegbe & I, 2013) (Purnama, 2014) (Mowlaei, 2017) (Kucukkocaoglu & Bozkurt , 2018)(Guzman et al., 2018)

According to, Individuals who show high organizational commitment demonstrate constructive behavior toward their organization, have a strong work ethic, are willing to make sacrifices, and demonstrate deep dedication to the organization. As a result, individuals who demonstrate high organizational commitment may feel motivated to improve their job performance. The results of the study show that organizational commitment has a positive influence on work performance and .(Eliana et.al, 2019) (Chiu et.al, 2020) (Soomro & Shah, 2019)(Hendri, 2019)

Taking into account the phenomena that have been described and to analyze the ability of employees to carry out academic reporting effectively, the author feels the need to conduct research related to "The Influence of Competencies, Digital Capabilities, and Workloads on Sustainable The performance of PDDIKTI admins through organizational commitment to LLDIKTI Region IX".

2. LITERATURE REVIEW

2.1. Goal Setting Theory

Goal Setting Theory is based on the belief that life is a goal-oriented process of action. Goals can be defined as the results that an individual wants to achieve. In organizations, people are motivated to direct their attention and achieve goals. Goals have both internal and external aspects for the individual. Internally, goals are the desired end goals; Externally, purpose refers employees to a sought-after object or condition, such as performance level, sales to customers, or promotions. The positive relationship between goal setting and task performance is one of the most replicable findings in the management and organizational literature. (Jeffrey A. Miles, 2012)

According to the goal-setting theory (*Goal Setting Theory*), the highest level of performance is usually achieved when goals are difficult and specific. The more difficult the goals set for a person, the higher the level of performance produced. When specific and difficult goals are set for employees, then goal achievement provides those employees with an objective and unambiguous basis for evaluating the effectiveness of their performance. (Jeffrey A. Miles, 2012).

2.2. Dynamic Capabilities Theory

Dynamic capability theory examines how firms integrate, build, and reconfigure their company-specific internal and external competencies into new competencies that fit their turbulent environment (Teece, Pisano, & Shuen, 1997). This theory assumes that a company with greater dynamic capabilities will outperform a company with smaller dynamic capabilities. The purpose of this theory is to understand how companies use dynamic capabilities to create and maintain a competitive advantage over other companies by responding to and creating environmental change (Teece, 2007).

Capabilities are a collection of high-level, educated, patterned, repetitive behaviors that an organization can perform better than its competitors (Nelson & Winter, 1982; Winter, 2003). Organizational capability is called "zero level" capability (or "zero level") because it refers to how an organization makes a living by continuously selling the same product, on the same scale, to the same customers (Winter, 2003, p. 991). Dynamic capacity is called "first-tier" capability because it refers to intentional changes to the product, production process, scale, or market served by a Company (Winter, 2003).

2.3. Competence

(LYLE M. SPENCER & SIGNE M. SPENCER, 1993) In their book "Competence at Work: Models for Superior Performance", Competence is a basic characteristic of an individual that is causally related to effective and/or superior performance that refers to criteria in a job or situation. Basic characteristics mean that the competency is a deep and long-lasting part of a person's personality and can predict behavior in a variety of situations and job tasks.

Causally related means that a competency causes or predicts behavior and performance. Referring to criteria means that the competency actually predicts who does something well or badly, as measured by a certain criterion or standard. Examples of criteria would be sales volume in dollars for salespeople or the number of clients who remain "not drinking" for alcohol abuse counselors. The following sections in this chapter discuss each part of this definition: basic characteristics, causally related, refer to criteria.

2.4. Capabilities

Individual capabilities are a topic that is widely discussed in the context of individual performance and human resource development. In general, capability encompasses a combination of skills, knowledge, attitudes, and motivations that enable a person to achieve a particular outcome effectively. being one of the key figures who developed this theory through a competency-based approach, which distinguishes high-performing individuals from the average in a given job or situation. (LYLE M. SPENCER & SIGNE M. SPENCER, 1993)

According to , an individual's capabilities or competencies are basic characteristics of a person that can be reliably measured and proven to be directly related to superior performance in a particular job. This concept emphasizes the importance of individual attributes that are not only limited to technical knowledge or skills, but also include psychological aspects such as motivation and self-concept. (LYLE M. SPENCER & SIGNE M. SPENCER, 1993)

The capability approach is also in line with the definition given by , which considers competence as the ability to demonstrate behaviors that result in desired performance in the workplace. These two views

emphasize that individual capabilities focus not only on outcomes, but also on the processes that support the achievement of those outcomes. (Boyatzis, 1991)

2.5. Workload

(Leiter & Schaufeli, 1996) Associating workload with work stress, namely the number and intensity of work demands that can affect employee welfare. A high or unbalanced workload can lead to stress, fatigue, and burnout. They emphasize that workloads must be managed properly so as not to degrade performance or cause psychological problems.

Workload is the amount of work that a person has to do whereas overload is closely related to individuals who have too many tasks to do. Workload concerns the demands of the job that the job is imposed on an employee and can be of two types: quantitative and qualitative. Quantitative workload is the amount of work a person has to do. A heavy quantitative workload means that one has to do too much work. Qualitative workload is the level of difficulty of the job relative to a person's ability. (Leiter & Schaufeli, 1996)

A heavy qualitative workload means that the employee is unable to perform the job tasks because it is too difficult for him. A person may experience only one type of workload in a job. He may have a lot of work to do that isn't necessarily difficult, or a hard job to do that isn't necessarily a lot (Paul E. Spector, 1999)

Research on workload found that workload is associated with all three types of stress psychological, physical, and behavioral. This research involves a variety of methodologies that allow us to draw more definitive conclusions about the likely outcomes of these stressors (Paul E. Spector, 1999).

2.6. Organizational Commitment

(Natalie J. Allen & John P. Mayer, 1990) Note that one common of the various definitions of organizational commitment is the view that commitment is a psychological condition that characterizes an employee's relationship with the organization, and has implications for the decision to continue membership in the organization. So, whatever the definition, committed employees are more likely to stay in the organization than non-committed employees.

(Natalie J. Allen & John P. Mayer, 1990) argue that it is more appropriate to think of affective, sustainability, and normative commitments as components, rather than types, of commitments because the employee's relationship with the organization may reflect varying levels of the three. For example, an employee may feel a strong attachment to an organization and a sense of obligation to stay afloat.

The second employee may enjoy working for the organization but also realize that leaving the organization will be very difficult from an economic standpoint. Finally, a third employee may feel a considerable desire, need, and obligation to remain employed by the company. As a result, researchers can gain a clearer understanding of employees' relationships with an organization by considering the strengths of all three forms of commitment simultaneously rather than trying to classify them as specific types.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

3.1.1. The Influence of Competency on the Performance of PDDIKTI Admins

(Ochoa Pacheco & Coello-Montecel, 2023) In his research using structural equation modeling, it was found that digital competencies improve job performance and increase employee psychological empowerment, while psychological empowerment has a positive impact on job performance.

In addition, the results according to the results of employee performance research at PT. Bangun Askrida Insurance: training, competence and work discipline on employee performance show that Training, Competence and Work Discipline together affect employee performance at Bangun Askrida. In line with the results of the analysis, it shows that competence has a significant positive effect on work creativity, employee performance, and product competitiveness. (Waris, 2015) (Martini et. al. , 2024b)

3.1.2. The Influence of Capability on the Performance of PDDIKTI Admins

Digital capabilities foster agile thinking for employees, making them adept at solving problems, finding innovative solutions, and embracing change. This allows them to stay ahead of technology trends, incorporate new solutions into workflows, and encourage continuous learning and adaptation (Money) Et Al. , 2024).

(Nasiri et al., 2020) believe that employees with strong digital capabilities tend to be more productive. They can navigate digital devices efficiently, reducing the time it takes to complete tasks and improving overall results. Research shows that digital capabilities indirectly affect employee performance.

3.1.3. The Effect of Workload on the Performance of PDDIKTI Admins

(Bridges, 2015) The results of the study show that there is an inverse U-shaped relationship between workload and performance. Employee work output increases to a certain point, then decreases. Similarly, performance quality is highest at medium workload levels, which provides evidence of the tradeoff between quantity and quality.

(Jalali et.al. , 2023) The results of the model match index show that all indices are within the acceptable range. Regarding this model, the direct effect of mental workload on work performance was not significant ($\beta = \hat{A} 0.21$; $p = 0.072$). A significant positive association was observed between mental workload and fatigue ($\beta = 0.36$; $p < 0.001$).

(Masharyono et.al., 2021) The results of the study found that the influence of workload on work stress was in the strong category, which means that work stress affected employee performance at Clinic X was in the strong category. However, this study found that if the workload is appropriate, employee work stress can decrease. In addition, if work stress is increased, the performance of employees at Clinic X can increase.

3.1.4. The Influence of Competency on the Performance of PDDIKTI Admins through Organizational Commitment.

Ochoa Pacheco & Coello-Montecel (2023) In his research, he expanded the literature on Digital Competency and its impact on Job Performance. Given the increasing presence of digital technology in today's work environment, the workforce is encouraged to acquire new competencies to face the challenges that come with the 4IR (Fourth Industrial Revolution).

Moreover Joo & Shim (2010) Reveal HR professionals can help employees increase organizational commitment by building a positive organizational learning culture and by providing practices that support empowerment, and thus can attract and retain more talented employees.

3.1.5. The Influence of Capability on the Performance of PDDIKTI Admins through Organizational Commitment.

According to the OECD (Organisation for Economic Co-operation and Development), digital capability refers to the ability of individuals to use digital technologies, communication tools, and networks effectively and responsibly in a variety of life contexts whether to study, work, participate in society, or manage daily life. (Vincenzo Spiezia Et al., 2016)

Research shows that digital capabilities indirectly affect employee performance. In addition, employees with digital capabilities are often more creative in solving problems and can contribute to innovative solutions, thus having a positive impact on digital performance (Khin & Ho, 2019) . Employees with strong digital capabilities can make more data-driven decisions. They can analyze and interpret data, leading to more informed strategic decisions that impact their digital performance (Yeow et al., 2018)

3.1.6. The Influence of Workload on the Performance of PDDIKTI Admins through Organizational Commitment.

Bridges (2015) examines the relationship between workload on quantitative and qualitative employee task performance and provides evidence of the general form of this relationship. The results of the study revealed that there is an inverse U-shaped relationship between workload and quantitative task performance. Qualitative performance is linearly related to quantitative performance.

In particular, the improvement in quantitative (hourly) performance also improves the quality of output. This explains the tradeoff between quantity and quality of output and provides evidence that the tradeoff is actually less than the tradeoff that is often predicted. Given that the two aspects of performance, i.e. quantity and quality, are intertwined, the quality of output is highest at the level of medium workload where quantitative output is at its peak. At low and high workload levels, where the output quantity is also lower, the output quality is also lower.

In addition, Based on the results obtained, we can observe that in general moderate and high levels of stress and low and moderate levels of organizational commitment have been obtained in a sample of employees of Romanian public organizations (Cicei, 2012)

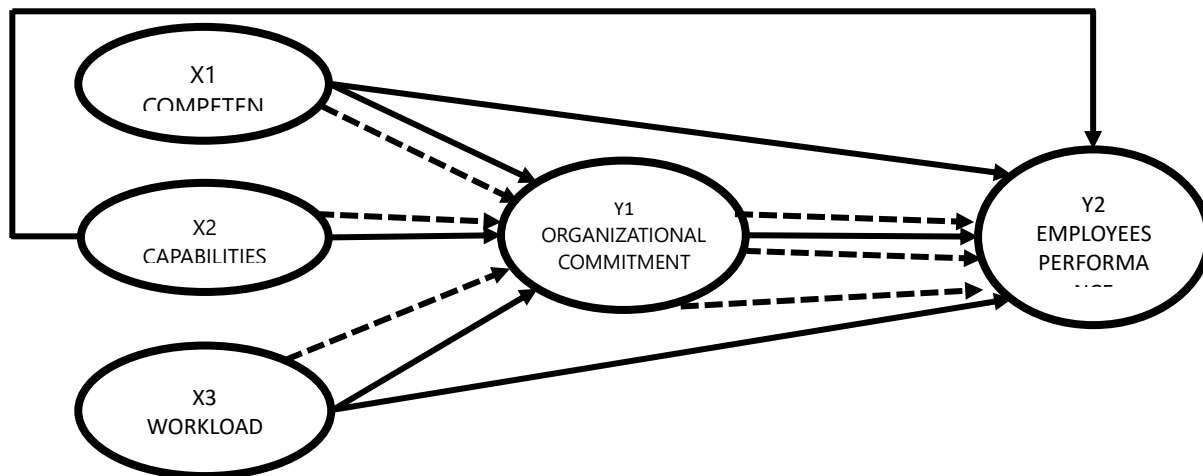


Figure 1. Research Model

Based on the conceptual explanation and image above, the hypothesis in this study can be described as follows:

- H1. Competence has a positive effect on the performance of PDDIKTI Admins directly.
- H2. Digital Capabilities Have a Positive Effect on Admin Performance PDDIKTI directly.
- H3. Workload has a negative effect on PDDIKTI Admin Performance directly.
- H4. Competence has a positive effect on the Organization's Commitment directly.
- H5. Digital Capabilities have a positive effect on Organizational Commitment directly.
- H6. Workload has a negative effect on the Organization's Commitment directly.
- H7. Organizational commitment has a positive effect on the Performance of PDDIKTI Admins directly.
- H8. Competence has a positive effect on the Performance of PDDIKTI Admins through Organizational Commitment.
- H9. Capability has a positive effect on PDDIKTI Admin Performance through Organizational Commitment.
- H10. Workload has a negative effect on PDDIKTI Admin Performance through Organizational Commitment.

4. RESEARCH METHODS

The research design includes the approach used, data collection methods, analysis techniques, and strategies to control variables that can affect the research results. Broadly speaking, it divides the research design into several important components, which include the type of research, the research approach, and the procedure for data collection and analysis. (Emphasis added) Sekaran Roger Candle , 2016)

So this study is an *explanatory* research that aims to test the hypothesis that has been taken with the aim of strengthening existing theories or even rejecting existing theories by identifying the relationships between variables. In the explanatory research stage, emphasis is placed on the collection and analysis of quantitative data, then a qualitative approach is continued to explain quantitative findings.

The location of the research is at the Higher Education Service Institution (LLDIKTI) Region IX in Makassar. The criteria used to select the analysis unit is PDDIKTI admin at Universities within the scope of LLDIKTI Region IX. Meanwhile, the research time is planned to start when this proposal is accepted and is feasible to continue.

The population in this study is the entire PDDIKTI Admin in Universities within the scope of LLDIKTI Region IX in Makassar. According to data obtained from LLDIKTI Region IX, the total population is 231 universities spread across the provinces of South Sulawesi, West Sulawesi and Southeast Sulawesi. The sample is a part of the population, consisting of a number of members selected from the population. Samples are subgroups so that researchers are able to draw conclusions that can be generalized to the research population. This study uses (Emphasis added) Sekaran Roger Candle, 2016) Total

sampling or gene sampling is a sampling method in which all elements in the relevant population are selected to be sampled. This means that every individual in the population will be involved in the study and no element is excluded.

Operationalization is a crucial process in research to ensure that the variables studied can be measured in a clear and consistent manner. This allows researchers to transform abstract concepts into observable elements, which in turn allows for more precise data analysis and more valid research results. An operational definition is a clear and measurable explanation or description of how a variable will be measured or observed in this study. (Emphasis added) Sekaran Roger Candle , 2016)

Table 1. Research Variables and Operational Definitions

Research Variables	Operational Definition	Indicators	Reference	Measurement Scale
Competencies(X1)	Competence is a combination of knowledge, skills, talents, and personal traits that allow a person to carry out a certain activity or function efficiently. Competency indicates a person's capacity to meet certain criteria or expectations in a particular role or situation.	<ul style="list-style-type: none"> • Information navigation • Social Competency • Self Competency • Communication Competency 	(Ochoa Pacheco & Coello-Montecel , 2023) ; (Otoo , 2019)	Likert Scale
Digital Capabilities (X2)	Digital capability is the capacity of an organization or individual to professionally utilize technology, data, and digital platforms to achieve strategic goals, improve performance, and adapt to transformation in a technology-driven environment.	<ul style="list-style-type: none"> • Mastery of digital technology • Sensitivity to change • Problem-solving skills • Self-development 	(Wang et al., 2024)	Likert Scale
Workload (X3)	Workload is the totality of tasks, responsibilities, or work that an individual must complete within a certain period of time, whether in the context of work, education, or other activities.	<ul style="list-style-type: none"> • Temporal demands • Task complexity • Situational stress • Annoyance 	(Jalali et al., 2023)	Likert Scale
Organizational Commitment (Y1)	An organization's commitment is an individual's level of attachment, loyalty, and dedication to the	<ul style="list-style-type: none"> • Affective • Sustainability • Normative • Rational 	(García-Cruz & Valle-Cabrera, 2024) ;	Likert Scale

Research Variables	Operational Definition	Indicators	Reference	Measurement Scale
	organization to which he or she belongs. This includes a sense of responsibility for the organization's goals, values, and interests.		(Hosen et al., 2024) ; (Rita et al., 2018)	
PDDIKTI Admin Performance (Y2)	PDDIKTI Admin Performance is the level of achievement of results or productivity produced by individuals in carrying out the tasks, responsibilities, and roles assigned by LLDIKTI	<ul style="list-style-type: none"> • Initiative • Quality of work • Timeliness • Ability • Work Results 	(Donkor & Zhou, 2020) ; (Rita et al., 2018)	Likert Scale

5. RESULTS OF RESEARCH AND DISCUSSION

6.1. The Influence of Competency on the Performance of PDDIKTI Admins in LLDIKTI Region IX

(LYLE M. SPENCER & SIGNE M. SPENCER, 1993) In their book "*Competence at Work: Models for Superior Performance*", Competence is a basic characteristic of an individual that is causally related to effective and/or superior performance that refers to criteria in a job or situation. Basic characteristics mean that the competency is a deep and long-lasting part of a person's personality and can predict behavior in a variety of situations and job tasks.

Competencies are useful for improving human performance in the workplace. describes a person's competence as a fundamental attribute that is causally related to effective job performance. Job competencies can include motivation, quality, ability, aspects of self-image or social roles, or knowledge store. (June & Mahmood , 2011) (Richard E. Boyatzis , 2008) (Otto Randa Payangan & Herlina J.R. Saragih, 2022) With special abilities one can do things well. The results of this study show the direction of the coefficient that has a positive effect. The direct relationship between competence and performance was not statistically significant. This means that improving competence does not directly improve the performance of PDDIKTI admins. These findings show that competence alone is not enough to produce optimal work performance.

The results of this study are in line with the research, and found that competencies do not have a significant effect on employee performance. stating that the performance of the workers is not optimal, due to the limited competence they have due to the lack of education or training related to weaving work. Work competencies, which include knowledge, skills, and attitudes, are indispensable to support the performance of workers. (Paper Rameshwar Dubey & Available Samar Ali, 2011) (Fajar Maya Sari, 2013) (Shodiqin & Cecilia Sri Mindarti, 2013) (Martini et al., 2024a)

However, this research is not in line with the research conducted by (Alex Winarno & Yoga Perdana, 2015). Several other research findings show that there is a significant positive impact of work competence on individual performance, such as and (Ayu et al., 2018) (Lin, 2021) (Tufuor Kwarteng & Servoh, 2022) (Martini et al., 2024a) (São Paulo et al., 2024) (Mahmood et.al, 2018) (Tail , 2018) (Ayu et al., 2018)

6.2. The Influence of Digital Capabilities on the Performance of PDDIKTI Admins in LLDIKTI Region IX

According to the OECD (Organisation for Economic Co-operation and Development), digital capability refers to the ability of individuals to use digital technologies, communication tools, and networks effectively and responsibly in a variety of life contexts whether to study, work, participate in society, or manage daily life (Vincenzo Spiezia at.al, 2016).

The relationship between digital capabilities and performance is not significant. These findings show that the mastery of digital technology by PDDIKTI admins does not directly improve their performance. This

indicates that digital capabilities need to be channeled in the right work context. The significance of the influence of digital passability on the performance of the Higher Education Database (PDDikti) admin may be due to several factors related to the nature of the work, the systems used, and the applicable operational standards. First, the work of PDDikti admins is basically procedural and highly depends on compliance with rules and standard data input flows.

The PDDikti system generally has a standard interface and procedures and has been designed to be operated by users with a basic level of digital proficiency. Even if a person has high digital capabilities, it does not necessarily improve work efficiency or accuracy because their work is limited by an already structured and inflexible system. Second, the performance of PDDikti admins is more influenced by other factors such as thoroughness, understanding of higher education regulations, and the ability to follow reporting deadlines. High digital capabilities don't help much if employees don't understand the content or context of the data being reported, such as accreditation requirements, student status, or curriculum changes.

6.3. The Effect of Workload on the Performance of PDDIKTI Admins in LLDIKTI Region IX

Leiter & Schaufeli (1996) Associating workload with work stress, namely the number and intensity of work demands that can affect employee welfare. A high or unbalanced workload can lead to stress, fatigue, and *burnout*. They emphasize that workloads must be managed properly so as not to degrade performance or cause psychological problems. Further, workload is the amount of work a person has to do whereas overload is closely related to individuals having too many tasks to do.

The results of the study show that workload has a negative and significant influence on performance. These findings indicate that a high workload can reduce the quality and productivity of PDDIKTI admins. Excessive workload has a negative and significant effect on the performance of PDDIKTI admins because it causes various physical and psychological pressures. This research is in line with research conducted by (Bridges, 2015) examining the relationship between workload on quantitative and qualitative employee task performance and provides evidence of the general form of this relationship. The results of the study revealed that there is an inverse U-shaped relationship between workload and quantitative task performance. Qualitative performance is linearly related to quantitative performance. However, research shows that workload has a significant positive effect on employee performance. Authors such as Mowlaei (2017), Albasu and Nyameh (2017), , , establish that workload can improve employee performance through metadata analysis regarding workload and employee performance. Siswanto et.al, (2019) (Shah et.al, 2011) (Yao et. al, 2011) (Udegbe & I, 2013) (Purnama, 2014) (Mowlaei, 2017) (Kucukkocaoglu & Bozkurt, 2018) (Guzman et al., 2018)

6.4. The Influence of Competency on Organizational Commitment in LLDIKTI Region IX

Competence is a basic characteristic of a person and shows "how to behave or think, generalize various situations, and endure for a long period of time. (Boyatzis ,1991) In his book entitled "*The Competent Manager: A Model for Effective Performance*", Competence is defined as an ability or proficiency. Competencies are a series of interrelated but distinct behaviors organized around an underlying construct, which we call "intent". These behaviors are alternative manifestations of intent, as they should be in different situations or times.

The results of this study show that competence has a positive and significant effect on organizational commitment. This indicates that the higher the level of competence possessed by PDDIKTI admins, the higher their level of commitment to the organization. Employees who have high competence, both in knowledge, skills, and interpersonal abilities, tend to feel more confident and have a greater sense of belonging to the organization.

Basically, PDDIKTI admins who have high competence tend to feel more confident, so they will be able to carry out their duties well, and feel higher job satisfaction. When a person feels capable and successful in their work, it fosters a sense of belonging to the organization, as well as increases loyalty and emotional involvement to the organization's goals. Competence also allows PDDIKTI admins to more easily adjust to the values and culture of the organization, which ultimately strengthens affective commitment, namely emotional attachment to their organization. The results of this study are in line with research conducted by (Irnawati & Nuryani, 2023) (Hamid et.al, 2013) and (Joo & Shim, 2010) which states that competence has a significant effect on organizational commitment

6.5. The Influence of Digital Capabilities on Organizational Commitment to LLDIKTI Region IX

Digital capabilities have a positive and significant influence on organizational commitment. These results show that the ability of PDDIKTI admins to master and utilize digital technology also increases their sense of attachment to the organization.

PDDikti's digital admin capabilities affect organizational commitment because this ability allows them to carry out their duties more efficiently, accurately, and in accordance with the demands of the ever-evolving higher education data reporting system. PDDikti admins are responsible for reporting institutional data to a highly technical and standardized national system. When they have good digital capabilities, such as understanding the PDDikti Feeder system, managing student data, and operating supporting software, they will feel better able to overcome job challenges and more confident in carrying out their roles.

This feeling of competence psychologically encourages attachment and loyalty to the organization. Admins who feel able to contribute optimally with the support of their digital capabilities tend to have a stronger sense of belonging to the institution. They not only feel that they are the executors, but also an important part of maintaining the reputation and accountability of the institution at the national level. In addition, when organizations provide training or technology facilities to support the improvement of digital capabilities, it creates a positive perception that the institution cares about the professional development of employees. This perception reinforces employee commitment because they feel valued and empowered. Thus, digital capabilities not only support technical performance, but also contribute to the formation of emotional bonds and loyalty to the organization.

6.6 The Effect of Workload on Organizational Commitment in LLDIKTI Region IX

Workload is the amount of work a person has to do whereas overload is closely related to individuals having too many tasks to do (Leiter & Schaufeli, 1996)

Workload concerns the demands of the job that the job is imposed on an employee and can be of two types: quantitative and qualitative. Quantitative workload is the amount of work a person has to do. A heavy quantitative workload means that one has to do too much work. Qualitative workload is the level of difficulty of the job relative to a person's ability.

A heavy qualitative workload means that the employee is unable to perform the job tasks because it is too difficult for him. A person may experience only one type of workload in a job. He may have a lot of work to do that isn't necessarily difficult, or a hard job to do that isn't necessarily a lot (Paul E. Spector, 1999)

(Meyer et.al. , 2002) Organizational commitment is defined as a psychological bond that describes the relationship between an individual and the organization, thereby reducing the likelihood of individuals leaving the organization. Organizational commitment is a complementary concept of affective, sustainability, and normative commitment components, where affective commitment reflects emotional attachment and the desire to remain in the organization.

Workload has a negative and significant influence on organizational commitment. This means that the higher the workload felt by PDDIKTI admins, the lower their level of commitment to the organization. Excessive workload has a negative and significant effect on organizational commitment because it can reduce employees' emotional attachment and loyalty to where they work. When a PDDIKTI admin feels burdened by job demands that are not balanced with the abilities, time, or resources available, they tend to experience stress, fatigue, and job dissatisfaction. This condition makes them feel unappreciated or do not get enough support from the organization, thus reducing the sense of *belonging* to the organization. The results of this study are in line with research conducted by (Cicei, 2012) and (Lu et.al, 2010) show that high levels of stress from the workload can lead to low organizational commitment, which can lead to voluntary employee turnover and can lead to low overall company performance.

6.7. The Influence of Competency on the Performance of PDDIKTI Admins through Organizational Commitment to LLDIKTI Region IX

The results of the study show that competence has a significant indirect influence on performance through the mediation of organizational commitment. This means that even though the direct relationship between competence and performance is not significant, competence still contributes to improving the performance of PDDIKTI admins when channeled through increased commitment to the organization. These findings reinforce the position of organizational commitment as an important mediating variable, where high competence will foster confidence, belonging, and loyalty to the organization, which in turn influences productive work behavior.

In direct testing, the performance of the PDDikti admin has a significant influence on the performance of the PDDikti admin, but it has a significant effect indirectly through the mediation of organizational commitment, because performance in an administrative context such as PDDikti reporting is not only

determined by how high a person's technical ability or knowledge is, but also greatly influenced by how much attachment the employee's emotional, loyalty, and responsibility to his or her organization.

Competencies such as the ability to operate the PDDikti Feeder system, understand higher education regulations, or manage academic data do not necessarily result in performance improvements. This can happen because even if a person is technically competent, if he lacks motivation, care, or a sense of responsibility towards the institution, then his performance will not be optimal. Employees who rely solely on abilities without internal drive or attachment to organizational goals often only work to meet minimum obligations.

6.8. The Influence of Digital Capabilities on PDDIKTI Admin Performance through Organizational Commitment to LLDIKTI Region IX

The results of the study show a significant indirect influence on performance through organizational commitment. This shows that mastery of digital technology by admins does not directly improve performance, but will have a positive impact if it encourages the formation of commitment to the organization. In the context of the digital age, admins who feel competent in using technology will feel more connected to their work and organizational roles, which ultimately strengthens their engagement and dedication.

Digital capabilities have a insignificant direct effect on the performance of PDDikti admins, but have a significant effect indirectly through the mediation of organizational commitment, because the effectiveness of digital skills does not always have a direct impact on work results if it is not accompanied by emotional encouragement and loyalty to the organization. Directly, digital capabilities such as operating the PDDikti system

PDDikti using administrative software, or managing databases does not necessarily significantly improve performance. This is because the PDDikti work system is very procedural and limited by rules and interfaces that have been determined. As a result, even if admins have high digital capabilities, the room to innovate or directly increase productivity may be limited. In addition, performance is also influenced by other factors such as motivation, leadership support, and adherence to reporting schedules, which are not directly determined by digital capabilities. Digital capabilities can increase confidence, self-efficacy, and comfort at work, ultimately reinforcing commitment to the organization. Admins who feel able to keep up with technological developments will feel more prepared to face challenges and be more appreciated by the institution, especially if there is training support or digital facilities from the organization. This sense of appreciation and competence fosters organizational commitment, namely emotional attachment and a desire to contribute more to the success of the institution.

High organizational commitment encourages admins to work more thoroughly, consistently, and responsibly, especially in reporting data that has a major impact on the accreditation and reputation of the college. In other words, digital capabilities do not have a direct impact on performance, but through increasing commitment to the organization, these capabilities play an important role in encouraging more optimal performance so that the influence of digital capabilities on the performance of PDDikti admins is indirect but significant, because it is mediated by organizational commitment. As the main driver of productive and responsible work behavior, so that the higher a person's digital capabilities, the greater the opportunity to cultivate commitment, which is the main foundation of performance improvement.

6.9. The Influence of Workload on PDDIKTI Admin Performance Through Organizational Commitment to LLDIKTI Region IX

The results show that workload has a significant and negative indirect influence on performance through organizational commitment. These findings provide an understanding that high workloads not only directly degrade performance, but also indirectly weaken performance by first eroding employees' commitment to the organization. It shows the detrimental double effect of overload.

Indirectly, excessive workload also negatively impacts performance through decreased organizational commitment. Admins who feel burdened without support or appreciation from institutions tend to experience emotional exhaustion and feel undervalued. This results in a decrease in affective commitment, namely a sense of belonging and attachment to the organization. When commitment weakens, employees become less enthusiastic, no longer motivated to perform at their best, and tend to work only in a formalistic manner.

On the other hand, if the organization is able to manage the workload well and show concern, such as providing training, distributing tasks fairly, and rewarding performance, then the commitment to the

organization can be maintained despite the high workload. However, without this kind of support, excessive workload will lower commitment, ultimately lowering overall performance .

6.10. The Effect of Organizational Commitment on the Performance of PDDIKTI Admins in LLDIKTI Region IX

The results of the study showed a very strong and significant positive influence on performance. These results confirm that employees who have a high level of commitment tend to show better performance.

Organizational commitment is the level of psychological and emotional attachment an employee has to the institution they work for, including a willingness to contribute, endure, and support the organization's goals. This includes affective commitment (sense of ownership and emotional closeness), normative commitment (sense of obligation to remain loyal), ongoing commitment (logical consideration of the benefits of staying in the organization). In PDDikti **admins**, their role is very important because it is directly related to data reporting that is a benchmark for accreditation, institutional performance evaluation, and funding from the government. This means that the precision and consistency of their work have a major impact on the reputation and continuity of the institution.

Admins who have high commitment will care more about the quality of their work. They not only complete administrative tasks, but also ensure that the data reported to the PDDikti system is correct, complete, and on time. They recognize that even the slightest mistake can have a major impact on the institution, so they work with great care and responsibility.

Committed admins will be more likely to look for solutions when facing technical constraints or regulatory changes. They will proactively update their knowledge about the PDDikti system. High performance is not only a matter of speed, but also consistency and accuracy. Basically, a committed admin will be more emotionally stable and stay motivated even though work is routine or under pressure due to time demands. They have a long-term orientation and see their work as an important part of contributing to the institution, not just a daily obligation. Conversely, if commitment is low, admins tend to only work limited to completing tasks, without paying attention to the accuracy, quality, or long-term interests of the organization. This will have an impact on declining performance, both in terms of efficiency and accuracy of PDDikti data reporting.

6. CONCLUSION

Based on the results of the research that has been presented, it can be concluded that the performance of PDDikti admins in LLDikti Region IX is influenced by a combination of competency factors, digital capabilities, workload, and organizational commitment. Competence has been proven to have a positive influence both directly and through organizational commitment, which means that the higher the competence of an admin, the better his performance and commitment to the organization. On the other hand, workload shows a significant negative influence on organizational performance and commitment, both directly and indirectly, so that a high workload has the potential to reduce productivity and admin loyalty. Digital capabilities do have a positive influence, but they are not significant either on performance or organizational commitment, although through organizational commitment it can still make an indirect contribution to performance. On the other hand, organizational commitment plays an important role as a mediator that strengthens the influence of competencies, digital capabilities, and workload on performance. Thus, improving the performance of PDDikti admins not only requires increasing competencies and digital support, but also managing a balanced workload and strengthening organizational commitment to create optimal work quality.

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