The Influence of Work Culture Competence and Digitalization on GPAI Performance at the Ministry of Religious Affairs of Muara Enim Regency

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ABSTRACT

Keywords: HR Competence, Work Culture, Digitalization, Performance.	The purpose of the study is specifically to obtain the results of the analysis of the influence of variables HR Competence, Work Culture, and Digitalization on performance partially or simultaneously. The research method uses descriptive and verifiative surveys, and data collection using several methods of questionnaire techniques, interviews, and documentation. This research is an associative study, where in this study there are variables that are related and can affect other variables. The results of this study prove that partially the competence of human resources has a positive and significant effect on the performance of Islamic Religious Education Teachers, Partially the work culture has a positive and significant effect on the performance of Islamic Religious Education Teachers, Partially digitalization has a positive and significant effect on the performance of Islamic Religious Education Teachers and simultaneously the competence of human resources, work culture and digitalization has a positive and significant effect on teacher performance Islamic religious education can be proven by the Fcalculate value of 487,964 greater than Ftabel of 3,090. The influence of the three variables is shown through the value of the coefficient of determination (R^2) of 85.2% and the remaining 14.8% is influenced by other variables that were not studied in this study.

Introduction

The industrial era 4.0, with digital technology and the internet, has a major impact on life and industry. This development emphasizes the need to increase teacher competence in bureaucratic reform, especially in the education sector which is undergoing rapid transformation and more modern and democratic governance.

Competence, according to (Shohabatussa'adah, 2021), is a characteristic that underlies the effectiveness of individual performance in work, which is the basis for the assessment of achievement or performance. For teachers, these competencies include

characteristics that are essential in teaching tasks and the achievement of effective performance in educational contexts.

Human resource management, especially among Islamic Religious Education (PAI) teachers, not only involves teaching duties but also personnel administration. The challenges of HR competencies in the digital age are increasingly complex, with many lacking the necessary digital skills such as data processing and software management. Jobs that used to be done manually have now been automated or done with the help of technology (Fajriyani et al., 2023).

Spencer & Spencer (1993) assert that competence is a basic characteristic and affects the effectiveness of a person's performance in his work. Human resource competencies, including PAI teachers, are crucial in the era of digital transformation (Wijayanto, 2022). Competent PAI teachers can adapt quickly to new technology, master tools, and applications, and are effective in the use of digital technology. Nevertheless, the challenge of HR competence in the digital era remains a problem that needs to be overcome.

Work culture affects employee performance by facilitating adaptation to the organizational environment and providing guidance by company values. According to Sulaksono (2002), work culture includes employee attitudes and behaviours in carrying out duties, which are key to achieving expected performance. Work culture is a mindset that is constantly developed to overcome internal and external challenges in the workplace. The existence of a positive work culture has an impact on the quality of employee performance and strengthens teamwork.

The change towards digitalization in business activities creates new opportunities to improve the value chain of business tasks and business cycles effectively, efficiently, and quickly. Digitalization is important for many government organizations to support their activities, with different goals according to the interests of each organization. (Asaniyah, 2017) defines digitalization as the process of transferring information from analogue to digital form, which can be done on various types of media such as documents. Digitalization can also have a positive impact on teacher performance in improving the efficiency and effectiveness of education administration management.

Table 1
Islamic Religious Education Teacher Administration Completion Index Use of SIAGA Application

No	Teaching Level	2020	2021	2022
1.	SD	75 %	82 %	85 %
2.	SMP	85 %	95 %	92 %
3.	SMA/SMK	80 %	87 %	90 %

The implementation of Digital Services for the Ministry of Religious Affairs Office of Muara Enim Regency using the Religious Teacher Administration Information System (SIAGA) has overcome planning difficulties by replacing manual administrative processes that are slow and error-prone. SIAGA facilitates monitoring, and information

management, and provides teaching tools and teacher competency development programs, which in turn improves performance in administrative management. Digitization of teacher administrative tasks can increase efficiency and give students more time to teach and educate (Fahmiani, Qulub, & Mansyuri, 2020). However, there are still obstacles to using SIAGA as a tool for assessing the performance of religious teachers and the basis for paying performance allowances because teachers have not fully met the targeted standards, so there needs to be special attention and efforts to improve teacher performance through more intensive training and coaching.

Islamic religious education teachers who have a good understanding and administration of education, with the right support, will improve their performance (Rifa'i, Imtinan, & Dewi, 2021), which has an impact on achieving institutional performance and supporting an effective and efficient learning process. According to (Jasiyah, 2022), competence is several key behaviours needed to achieve satisfactory performance. Teacher performance is the result of work based on quality and quantity in a certain period, by their duties and responsibilities. Teacher performance plays a crucial role in educational institutions because low performance can hinder the achievement of educational goals.

The relationship between teacher performance and the use of information system applications has a significant impact on the effectiveness of learning management and administration in schools, including administrative management, monitoring teacher performance, efficiency, productivity, timeliness, and consistency. Research (Bancin, 2022) shows that employee competence, digital transformation, and skill renewal have a positive and significant effect on employee performance at the Water Resources, Cipta Karya, and Spatial Planning Office of North Sumatra Province, stated that HR competence and work culture can affect person-job fit and employee performance. The international journal "Governance of Human Resources Management in the Digital Era" (Shaddiq & Irpan, 2023) states that HR competence and digitalization contribute to optimal performance and organizational effectiveness.

Based on the phenomena described in the background of this study, the following problem formulation can be drawn.

1. How Does Human Resources Competence Affect the Performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency?
2. How is the Influence of Work Culture on the Performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency?
3. How Does Digitalization Affect the Performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency?
4. How is the Effect of HR Competence, Work Culture, and Digitalization of Services on the Performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency?

Method

This study uses a casual associative type research method with a quantitative approach, which aims to examine the relationship or influence between hypothesized variables, according to the background of the problem that has been given.

Population and Sample

Population refers to the set or group of all units in which research findings will be applied. In other words, the population is part of all variable units that have characteristics according to the data in the study, without any generalization. In this study, the population consisted of Islamic Education Teachers at the Office of the Ministry of Religious Affairs of Muara Enim Regency, with a total of 738 people.

Sampling is a data collection procedure in which only a portion of the population is taken to determine the desired traits and traits of a population. In this study, the sample was all Islamic Education Teachers at the Ministry of Religious Affairs of Muara im Regency. The mp random sampling, where sample members are taken randomly reason the strata present. Based on Slovin's format number of samples in this study was 259 people, with the following cu. $= \frac{N}{1+N(e^2)} \quad = \frac{738}{1+738\,(0.05^2)} \quad = \frac{738}{1+738\,(0.0025)} \quad = \frac{738}{1+1.845} \quad = \frac{738}{2.845}$

$= 259,25$

$= 259$

The research design illustrates the causal relationship between the variables HR Competency (KS), Work Culture (BK), and Digitalization (DG) to Performance (KY) as below.
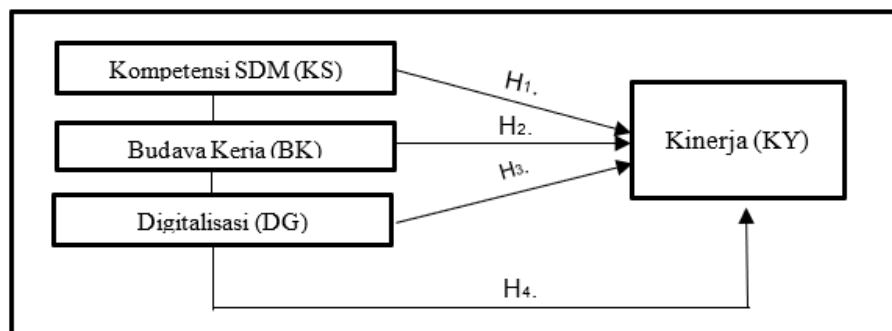
The analysis model in this study uses multiple linear regression analysis which is formulated as follows:

$$KY = a + b_{1KS} + b_{2BK} + b_{3DG}$$

Information:

KY = Bound variable (Performance)
a, b1, b2, b3 = Constanta
KS = First independent variable (Human Resource Competence)
BK = Second independent variable (Work Culture)
DG = Third independent variable (Digitization)

Researchers determine the direction of testing based on the research problem, research objectives, and conceptual framework so that hypotheses appear in the following research:

H1: It is suspected that Human Resource Competence Has an Influential and Significant Effect on the Performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency.

H2: It is suspected that work culture has an influential and significant effect on the performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency.

H3: It is suspected that digitalization has an effect and is significant on the performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency.

H4: It is suspected that Human Resource Competence, Work Culture, and Digitalization together have an effect and are significant on the performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency.

Results and Discussion

Validity and reliability testing is used for each statement that measures the variables of HR Competency, Work Culture, and Digitalization to Performance. The results of the validity test show the value of recalculate> table, meaning that all data spread through the questionnaire is declared valid. The reliability test results show that each variable has a Cronbach Alpha value of > 0.6, meaning that all statements are reliable. The normality test aims to test whether, in a regression model, confounding or residual variables have a normal distribution or not (Hafizhah & Kusumawati, 2021). The normality test results can be seen in the following table.

Table 1
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		259
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.37348453
Most Extreme Differences	Absolute	.055
	Positive	.032
	Negative	-.055
Kolmogorov-Smirnov Z		.886
Asymp. Sig. (2-tailed)		.413

The results of the normality test with Kolmogorov-Smirnov (K-S) obtained an Asymp.Sig (2-tailed) value of 0.413, greater than 0.05. This indicates that the data is normally distributed.

Table 2

Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.994	1.410		6.381	.000
	Kompetensi Sumber Daya Manusia	.404	.053	.394	7.580	.000
	Budaya Kerja	.674	.075	.477	8.935	.000
	Digitalisasi	.107	.051	.094	2.110	.036

a. Dependent Variable: Kinerja Karyawan

The test results are in the table above. show a constant of 8.994. This means that when the variables of HR competence, work culture, and digitalization are considered fixed, the performance value is 8,994. The regression coefficient (β) in HR competence of 0.404; work culture of 0.674; and digitalization of 0.107, showing a positive influence on performance. This means that increasing each unit of independent variable can increase performance by one unit of score.

The results of the multicollinearity test obtained a VIF value for the HR competency variable of 4,645; work culture of 4,894; and digitization of 3,419. All of these values are smaller than 10, indicating that there are no symptoms of multicollinearity.

The results of the heteroskedasticity test obtained a significance value (Sig.) for the HR competency variable of 0.264; work culture of 0.855; and digitization of 0.635. All of these values are greater than 0.05, indicating that there are no symptoms of heteroskedasticity.

The F test (simultaneous) is used to examine the effect of HR competency variables, work culture, and digitalization on performance. The calculation results of the F test (simultaneous) can be seen in the following table.

Table 3

Results of Test Hypothesis F (Simultaneous)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8343.757	3	2781.252	487.964	.000^b
	Residual	1453.425	255	5.700		
	Total	9797.181	258			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Digitalisasi , Kompetensi Sumber Daya Manusia , Budaya Kerja

The results of the F test on the variables of HR competence, work culture, and digitalization on performance, namely obtained a Fcalculate value of 487,964 greater than Ftabel of 3,090 (Fcalculate > Ftable). This means that HR competence, work culture, and digitalization have an effect and are significant on performance. The results of the t-test can be seen in the following table.

Table 4

Hypothesis Results in Test t

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.994	1.410		6.381	.000
	Kompetensi Sumber Daya Manusia	.404	.053	.394	7.580	.000
	Budaya Kerja	.674	.075	.477	8.935	.000
	Digitalisasi	.107	.051	.094	2.110	.036

a. Dependent Variable: Kinerja Karyawan

Based on the results of the t-test in the table above, the HR competency variable obtained a significance value of 0.000 < from 0.05, meaning that there is an influence between HR competence on performance. Work culture obtained a significance value of 0.000 < from 0.05, meaning that there is an influence between work culture on performance. Digitalization obtained a significance value of 0.036 < from 0.05, meaning that there is an influence between digitalization on performance. In addition, the results' of the determination test can be seen in the following table.

Table 7

Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923[a]	.852	.850	2.387

a. Predictors: (Constant), Digitalisasi , Kompetensi Sumber Daya Manusia , Budaya Kerja

The results of the determination test of 0.852 (85.2%) showed the influence of HR competence, work culture, and digitalization variables on performance by 85.2%. The rest, 14.8%, were influenced by other variables not studied in the study.

The Effect of HR Competency on Performance

Human resource competence has a significant influence on the performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim District. Respondents' perceptions of the HR Competency variable showed high average scores, with items such as task understanding and morale scoring the highest. The results of the study confirmed that increasing HR competence has a significant impact on productivity, work quality, satisfaction, and adaptation to changes in work culture. HR competencies, which include abilities, knowledge, and work attitudes, are considered an investment in improving the overall performance of the organization, as they encourage individuals to achieve the best performance in their work. This finding is in line with the research of Bafagehi et al. (2023) which shows that competence has a significant effect on performance.

The Influence of Work Culture on Performance

Work culture has a significant influence on the performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim District. Respondents'

perceptions of work culture variables showed fairly high average scores, with items such as being happy to accept assignments and always looking for ways to improve the quality of work scoring the highest. The results showed that a good work culture creates an environment that motivates employees, focuses on results, and has a positive attitude towards work, which in turn improves overall performance.

This finding is in line with research by (bafagehi Nur, Sendow, & Karuntu, 2023) which shows that work culture has a significant effect on employee performance. Work culture is not just a work environment, but also has a profound impact because it can change the attitudes and behaviour of human resources to achieve higher work productivity, and bring various benefits such as improving work quality, openness, togetherness, and adaptability to change.

The Effect of Digitalization on Performance

Digitalization has a significant influence on the performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim Regency. Respondents' perceptions of the Digitalization variable showed a fairly high average score, with items such as feeling that SIAGA software facilitates data access and management received the highest score. Digitalization has great potential to affect performance by automating operational processes and using paperless methods, which have proven to be more efficient than conventional administrative systems (Anandita, Wolor, & Marsofiyati, 2024). The research also found that implementing digitalization holistically can create a more modern, adaptive, and responsive work environment to change, which in turn improves employee performance through increased productivity, quality of work outcomes, efficiency, satisfaction, and positive work culture changes. This finding is in line with the research of Darmayanti et al. (2023), revealing that digitalization has a role in improving performance.

The Effect of HR Competence, Work Culture, and Digitalization on Performance

Human resource competence, work culture, and digitalization have a significant influence on the performance of Islamic Education Teachers at the Ministry of Religious Affairs of Muara Enim District. The magnitude of the influence of these variables in explaining the performance of Islamic Religious Education Teachers was calculated to reach 85.2%, while the rest was influenced by other factors that were not studied in this study.

High performance reflects increased efficiency, effectiveness, and quality of task completion within a company. This is the main goal for individuals, groups, and organizations in working, but the achievement of performance is not spontaneous but is influenced by the factors in which they work (bafagehi Nur et al., 2023). The research found that HR competencies play a role in ensuring skills that match job demands, while a work culture that supports collaboration and innovation motivates employees to contribute maximally. Digitalization opens up opportunities to improve efficiency, productivity, and quality of work through automation and technology integration. A good combination of these three factors forms a strong foundation to achieve optimal performance in the organization.

Conclusion

The results showed that both partially and simultaneously, HR competence, work culture, and digitalization had a positive and significant effect on the performance of Islamic Religious Education Teachers at the Ministry of Religious Affairs of Muara Enim District, the influence of the three variables was 85.2%, while the remaining 14.8% was influenced by other factors that were not studied.

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