Proceedings of the 3rd Asia Pacific International Conference on Industrial Engineering and Operations Management, Johor Bahru, Malaysia, September 13-15, 2022

The Influence of Competence On Employee Performance With Demography As Moderating Variable At The Ministry Of Religion Of Sragen Regency

Wulan Hilmi Rochmawati
Student of Magister Management
Faculty of Economis and Business
Telkom University
Bandung, Jawa Barat, Indonesia
wulanhilmirochmawati@student.telkomuniversity.ac.id

Dian Indiyati
Lecturer of Magister Management
Faculty of Economis and Business
Telkom University
Bandung, Jawa Barat, Indonesia
dianindiyati@telkomuniversity.ac.id

Abstract

Human resources are influential in gaining competitive advantage and efficiency. The purpose of this study is to find out how the competence, population, and performance of the employees of the Ministry of Religion of Sragen Regency affect the performance of employees with demography as a moderating variable at the Office of the Ministry of Religion of Sragen Regency. The research methodology used is a quantitative method with a descriptive and verification approach. The population is the employees of the Ministry of Religion of Sragen Regency. By using a saturated sampling technique, the number of respondents was 123. Data collection techniques use secondary and primary data by distributing questionnaires that have been tested for validity and reliability. Data analysis using SEM (Structural Equation Model) and PLS-MGA (Multi Group Analysis) for demographic moderation analysis using Smart PLS 3 software. The results of hypothesis testing indicate that the competence variable has a positive and significant effect on employee performance. The demographic variables of age and tenure are significantly positive, moderating the effect of employee performance. Demographics based on education level had a significant negative effect on moderating the effect of competence on performance, and demographics based on gender did not significantly moderate the effect of competence on employee performance.

Keywords

Competence, Employee Performance, Demography, Structural Equation Model (SEM) and PLS-MGA (Multi group Analysis).

1. Introduction

Every organization needs resources to achieve its goals, be it natural, financial, techno-logical, and human resources. Among these resources, human resources are fundamental, thus. a company cannot deliver optimum results without the support of optimum human resources. In the last decade, various studies have found that human resources are influential in gaining competitive advantage and efficiency (Pasban, 2016). The government sector is a sector that plays an important role in public services and in carrying out duties of min-istries and state institutions. The administration of government is always under the spot-light, especially in terms of transparency, accountability, efficiency, and effectiveness. Hence, the implementation of good corporate governance is imperative. Public service by the government apparatus is the embodiment of the state apparatus' function as a public servant, in addition to being a servant of the state. In this condition, the state apparatus is required to improve its performance to achieve

excellent service. The demand for high employee performance has indeed become part of every agency since it is a key element in providing excellent services.

Good employee performance is characterized by good quality of work in completing every task assigned by the leader in a timely manner and the achievement of every target set by the company. Karyono (2018) argues that human resource performance is an im-porten asset for organizations because it has an impact on improving the quality of organizations, especially government organizations that prioritize service aspects. In the knowledge-based era, competence has become a demand for human resource development. From the perspective of organizational behavior, competence, along with commitment, belongs to individual characteristics of organizational members (Katidjan, 2019).

In the era of the industrial revolution 4.0, the use of communication, technology, and information is increasingly advanced and developing. Changes that occur in this digitalization era include artificial intelligence, big data, digital trading and financial technology to the use of robots in everyday life. In this era of digital transformation, it is a challenge as well as an opportunity for the government because it must prepare a workforce that is ready to face these changes. Massive up-skilling and re-skilling needs to be done to fill around 17 million tech-talent workers or workers who have competence in the field of digitalization by 2030. (Rahman, 2020). According to Sedarmayanti (2017), competence is very important in improving performance because it is closer to the capabilities or capabilities that are applied to produce employees, leaders, or officials who show high performance. The Ministry of Religion of Sragen Regency is one of the government agencies that strives to always improve its performance, namely by providing excellent service to the community by continuously improving the competence of employees to provide the best performance. The services provided by the Office of the Ministry of Religion of Sragen Regency to the community are digitally based to keep up with the progress and developments of the times where information technology and digitalization are used to facilitate people in their daily lives. (Khumaidin, 2021).

The performance of employees of the Ministry of Religion of Sragen Regency based on the target has gotten maximum results. Almost every year it has increased. However, there has been a decrease in target 2, target 5, and target 6 in 2020. In Target 2, the realization of the 2019 performance target reached 99.26% and in 2020 it reached 88.7%, resulting in a decrease of 10.56%. Then for target 5, in 2019 it has reached the target of 100% and in 2020 it has reached 85.26%, resulting in a decrease of 14.74%. In addition, target 6 in 2019 has reached the target of 99.80% and in 2020 it has reached 98.29%, resulting in a decrease of 1.51%. Some of these target items have not yet been implemented digitally. This happens because there are still many employees who do not understand digitalization. In addition, the Office of the Ministry of Religion of Sragen Regency is dominated by employees with mature age, work experience, and a good level of education, so they are expected to have good competence in digital and can provide excellent service and performance to the community. However, it is known that senior employees have weak competence in the field of digitalization. According to Hasanati (2019), demographic factors including age and length of work an individual will do will affect a person's competence in doing his job. The longer the working period and the more mature a person's age, the more likely a person will have good competence in doing his job well. The demographic factors that are the focus of the research include gender, age, education, and years of service. According to Mandongwe and Lucia (2020); Pawitan et al. (2018), the level of education a person has will affect the values adopted, ways of thinking, perspectives, and perceptions of problems. Age is thought to have an influence on performance because of the relationship between age and emotional maturity in processing information and making decisions. In addition, tenure can also improve performance because it is related to the experience and skills gained. (Robbins & Judge, 2015).

1.1 Objectives

Based on the background and problem formulation described in the previous chapter, the objectives to be achieved through this research are:

1. What is the competence of the Ministry of Religion employees in Sragen Regency?
2. What are the demographics of the employees of the Ministry of Religion of Sragen Regency?
3. How is the performance of the employees of the Ministry of Religion of Sragen Regency?
4. How is the influence of competence on employee performance related to the moderating variable of demography at the Office of the Ministry of Religion of Sragen Regency?

2. Literature Review

2.1 Human Resource Management

According to Hasibuan & Silvya (2019), human resource management is the science and art of regulating the relationship and role of the workforce effectively and efficiently to help realizing the goals of the company, employees, and society. Then, according to Lubis (2018), the presence of human resources who have the capabilities according to the company's needs will have a positive influence on the company, one of which is to strengthen the company so that it can compete with companies in similar fields. Human resource management is an effort to utilize employees to achieve the goals of the company. In addition, according to Sudiarti & Juliarsa (2020), human resources (HR) are the most important part in an organization compared to other elements such as technology or money, because only humans can control these elements.

2.2 Competence

According to Edison et al. (2017) competence is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills, and attitudes. According to Sedarmayanti (2017), competence refers to the abilities or capabilities, equipping employees, leaders, or officials with high performance. Consequently, competence has a significant positive effect on employee performance (Sucahyowati, 2020). According to Akbar et al. (2021), competence is defined as a set of abilities comprising the main competency pillars, namely knowledge, skills or expertise, and behaviour or attitudes. These three pillars collectively construct competence. Thus, it is hypothesized that competence has a significant positive effect on employee performance (H1)

2.3 Demography

In addition, Nisa et al. (2019) defines demography as the study of the population that involves various aspects such as population size, percentage increase, gender, age, occupation, health, natality rate, lifestyle, marriage, and other things. about population. According to Mitonga - Monga et al. (2017); Amegayibor (2021) states that the demographic dimensions consist of demographic is the classification of individuals based on age, gender, education level and tenure. In this study, the demographic dimensions used were gender, age, education level and tenure (Yunita, 2017). Thus, it is hypothesized that competence has a significant positive effect on employee performance with demographic as a moderation variable (H2).

2.4 Performance

Then Lie and Hotlan (2018) state that employee performance is the result of work or output, both quality and quantity, achieved by employees per unit period in carrying out their duties in accordance with the responsibilities given to them. According to Kurniawan et al. (2018), performance is part of the estimated level of achievement in carrying out tasks to realize the visions, missions, goals, and objectives of an organization. Performance can refer to 1) one's achievement of related to the tasks as signed to him/her, 2) the work of an employee, the management, or the entire organization resulting in with tangible and measurable output, 3) actions, in form of implementation of work, job performance, and effectiveness, 4) timely completion of tasks or activities. To sum up, performance can be defined as the level of achievement of the tasks that make up an employee's job and reflects how well the employee fulfils the job requirements. To measure individual performance, five indicators can be used, namely quality, quantity, effectiveness, independence, and work commitment (Lie and Hotlan, 2018).

3. Methods

This research uses quantitative, descriptive, and predictive methods. This study used a cross-sectional method based on the time of the study. The population in this study were all employees at the Ministry of Religion of Sragen Regency plus KUA members, for a total of 123 employees.

This study uses non-probability sampling, specifically saturated sampling. In this study, sampling using all members of the population yielded as many as 123 respondents. Prior to data analysis, validity and reliability tests were conducted to test the instrument. Subsequently, a descriptive analysis of each variable was carried out, and the last stage was hypothesis testing using the Structural Equation Model (SEM)-PLS. A Structural Equation Model is a collection of statistical procedures that explain the basis or foundation underlying the relationship that governs the covariance between the observed variables (Riadi, 2018). While Partial Least Square (PLS) is a SEM technique to directly analyze latent variables, indicator variables, and measurement errors, Further investigation was conducted using moderating effect analysis and multi-group analysis (PLS-MGA). Multiple group analysis divides the sample

based on certain characteristics, which are determined in advance and are in the data collection process. PLS-Multigroup analysis (PLS-MGA) is a method used to perform a non-parametric significance test for differences in group-specific results built on the PLS-SEM bootstrap results. The results are significant at 5% probability and error rate if the p-value is greater than 0.05 or greater than 0.95 for the difference in the path coefficients of certain groups.

4. Data Collection

The data collection process carried out in this study used primary and secondary data. According to Sugiyono (2019), primary data is data obtained directly from sources or data sources by researchers. The primary data used in this research is the distribution of questionnaires to the employees of the Ministry of Religion Office of Sragen Regency regarding the influence of competence and demographic factors on employee performance. The questionnaire used in this study was a closed questionnaire, in which respondents were only given the opportunity to choose the available answers. The questionnaire used for measuring competence uses three dimensions, namely knowledge, skills, and attitudes (Edison et al. 2017). Then for performance measurement using 6 dimensions, namely quantity, quality, effectiveness, timeliness, independence, and commitment (Lie and Hotlan, 2018). While the demographic dimensions used in this study as moderating variables consist of gender, age, education level, and employee tenure (Mitonga-Monga et al. 2017; Amegayibor, 2021), The research questionnaire for competence and performance used was a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). While secondary data is data obtained through intermediaries to researchers, for example through previous research, documents, or websites, company descriptions of agencies, number of employees, organizational structure, duties and positions, and others (Sugiyono, 2019). The sources for secondary data obtained by researchers are office data, interviews, and reports.

5. Results and Discussion

5.1 Characteristic Respondent

Questionnaire data was distributed to 123 respondents who returned with 105 questionnaires.

Table 1. Characteristic Respondent

Variable	amount	Percentage
Gender		
1. Male	58	55%
2. Female	47	45%
Age		
1. 24-29 years	1	1%
2. 30-39 years	16	11%
3. 40-49 years	40	43%
4. 50-57 years	44	44%
5. Over 57 years	4	1%
Education Level		
1. SMP-SMA	13	12%
2. D1-D3	2	3%
3. D4-S1	60	55%
4. S2	30	30%
5. S3	0	0%
Tenure		
1. 1-5 years	10	11%
2. 6-10 years	30	31%
3. 11-15 year	50	54%
4. 16-20 years	15	4%
5. Over 20 years	0	0%

Based Table 1. Characteristic Respondent above, in this study the authors grouped respondents into 4 groups based on gender, age, education level, and years of service. The authors then used PLS-MGA (Partial Least Square - Multiple Group Analysis) to assess the effect of exogenous variables on endogenous variables based on these groupings. According to Henseler (2012), for group comparisons, a minimum of 30 respondents per group is required. So, the

respondent group that fulfill requirements for PLS MGA are gender (male and female), age (40-49 years and 50-59 years), education level (D4-S1 and S2), tenure (6-10 years and 11-15 years).

5.2 Descriptive Statistical Analysis

The results of descriptive statistical analysis of competency variables can be stated in detail in each dimension of the competency variable. The average distribution of respondents' answers to the competency variable can be seen in the table below:

Table 2. Total Competence Variable Score

No.	Sub Variable	average total score	Percentage	Description
1.	Knowledge	**427.25**	**69.47%**	Scale 1-5, n=123, ideal score =615
2.	skill	**426**	**69.26%**	
3.	Attitude	**454**	**73.82 %**	
Total Average		**435.75**	**71%**	

In Table 2 Total Competence Variable Score above, it can be seen that the dimension with the highest score is the attitude dimension, and for the lowest score, namely the skill/skill dimension, this happens because there is still a lack of employee expertise. This is evidenced by the lack of ability or expertise in the digitalization field, where it has been applied in the work at the Office of the Ministry of Religion of Sragen Regency. Then, the position of the competency variable on the continuum It is known that the position of the competence variable in the continuum line is included in the good category with a score of 71%. This indicates that the competency variable of the Ministry of Religion Office of Sragen Regency in this study has good competence. Then, the average of the distribution of respondents' answers to the performance variable can be seen in the table below:

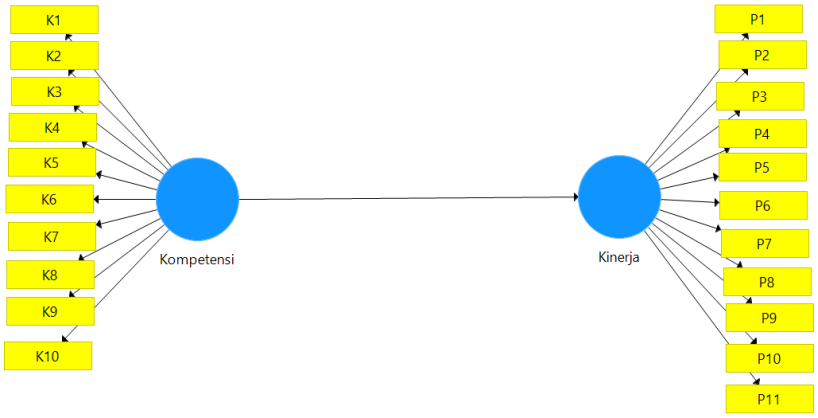
Table 3. Total Performance Variable Score

No.	Sub Variable	average total score	Percentage	Description
1.	Quantity	436.5	71%	Scale 1-5, n=123, ideal score =615
2.	Quality	436	71%	
3.	Punctuality	423.33	68.83%	
4.	Effectiveness	431	70.08%	
5.	Independence	431	70.08%	
6.	commitment	431	70.08%	
Total Average		**431.47**	**70.15%**	

In Table 3 Total Performance Variable Score above, it can be seen that the dimensions with the highest scores are the dimensions of quality and quantity, which have the same total score percentage value, namely 71%, and for the lowest score, namely the timeliness dimension, with a percentage of 68.83%. This happens because there is still a lack of timeliness of employees, such as in completing work.

5.2 Structural Equation Model (PLS-SEM)

Add graphical results here. Make sure to describe all figures and add inferences. If needed, add statistical analysis here.



Picture 1. Path Diagram (SEM Model)

According to Ghozali (2014), data processing using SEM (Structural Equation Modeling) based on PLS (Partial Least Square) has 2 stages for testing the Fit Model of a study. Namely Assessing the Outer Model or Measurement Model and Testing the Structural Model (Inner Model). Assessing the Outer Model includes convergent validity, discriminant validity, and evaluation of reliability and composite reliability. While the Inner Model test is to look at the R-square value for each independent variable. in Figure 1. The path diagram above consists of a competency variable with 10 questions in the questionnaire and a performance variable with 11 question items according to indicators.

5.2.1 Outer Model or Measurement Model

The outer model test is a test conducted to test the validity and reliability of the measurement instruments used, or to measure the indicator's ability to explain latent variables.

a. Convergent Validity

Convergent validity is measured by assessing the loading factor of the indicators in a variable. The loading factor ≥ 0.5 is considered significant enough to indicate that an indicator has convergent validity (Hair et al., 2010; Indrawati 2015). The loading factor ≥0.7 is considered very good because it shows that the square of the loading factor, or almost 50% of the variance of the variables, can be explained by the indicator.

Table 4. Loading factor Value

Indicator	Competence	Performance
Item K1	0.729	
Item K2	0.752	
Item K3	0.843	
Item K4	0.820	
Item K5	0,815	
Item K6	0.788	
Item K7	0.806	
Item K8	0.809	
Item K9	0.754	
Item K10	0.731	
Item P1		0.749
Item P2		0.761
Item P3		0.760
Item P4		0.848
Item P5		0.790
Item P6		0.771
Item P7		0.721

Item P8		0.724
Item P9		0.707
Item P10		0.703
Item P11		0.769

Based on the results of the loading factor validity test in Table 4. Loading factor Value and picture 2 Path Diagram and Final Inner Model it is known that all loading factor values provide the specified value, which is greater than 0.5. So, it can be concluded that each indicator has met the convergent validity criteria, which means that each indicator of the competency and performance variables is able to explain or reflect the variables well. In addition, convergent validity can also be measured by looking at the Average Variance Extracted (AVE) value. The AVE value of 0.5 is considered sufficient to show convergent validity.

Table 5. The Result Of AVE Value

	Average Variance Extracted (AVE)
Competence	0.617
Performance	0.571

Based on Table 5. The Result of AVE Value above, it can be seen that the AVE value of each competency and performance variable has met the AVE criteria, which is greater than 0.5. So, it can be interpreted that each variable has met the convergent validity criteria.

b. Discriminant Validity

Discriminant validity is a measurement taken to determine the extent to which a construct or variable is different from other variables. Discriminant validity testing can be done by comparing the correlation value between constructs with the square root of AVE. Ave comparison results can be presented below:

Table 6. The Result of Discriminant Validity Value

	Competence	**Performance**
Competence	**0.786**	
Performance	0.656	**0.756**

Based on Table 6. The Result of Discriminant Validity Value above, it can be seen that the value of the square root of the AVE marked in bold is greater than the correlation value of the construct marked in plain writing. This shows that the items used meet the discriminant validity criteria.

c. Composite Validity (CR) dan Cronbach Alpha (CA

Reliability can be calculated using the internal consistency method. The method of internal consistency in this study was tested using composite reliability and Cronbach alpha. Acceptable values for CR and CA ≥ 0.7. The results of the calculation of composite reliability and Cronbach alpha can be seen in Table 7 below:

Table 7. The Result of Cronbach Alpha and Composite Reliability Value

	Cronbach Alpha	**Composite Reliabilty**
Competence	0.931	0.941
Performance	0.925	0.936

Based on Table 7. The Result of Cronbach Alpha and Composite Reliability Value above, the results of the composite reliability test and Cronbach alpha ≥ 0.7. Thus, it can be concluded that the competence and performance variables used in this study are reliable.

5.2.2 Structural Model Testing (Inner Model)

Based on the results of the evaluation of the outer model, it was found that the model had met the criteria. Based on this, the inner model testing or structural model evaluation will be carried out by looking at the indicator reliability

values in the dependent variable construct and the path coefficient results. Another evaluation is done by looking at the predictive value of the relevance of Q2. It uses bootstrapping to determine the effect of variables.

a. Coefficient of Determination (R2)

Hair et al. (2010) use R-square to measure the ability of exogenous variables to explain variations in endogenous variables. The R-square value produces values in the range of 0 to 1. The closer the R-square value is to 1, the better the predictive ability of endogenous variables.

Table 8. The Result of Coefficient of Determination Value

Variable	R-Square
Performance	0.430

Based Table 8. The Result of Coefficient of Determination Value above and picture 2. Path Diagram and Final Inner Model, it is known that the R-square value of the performance variable before the moderating variable is 0.430, which means that the competency variable is able to explain the performance variable by 43%.

b. Predictive Relevance Analysis (Q2)

A predictive relevance analysis test is a test conducted to measure how well the model or model fit used in the observation predicts the original data values. In this study, the model fit test was carried out through Q2 by looking at the Q-square value. If the Q2 value is greater than zero, then the model is good or fit. (Ghozali, 2016). The results of the predictive relevance analysis test can be seen in the table below:

Table 9. The Result of Coefficient of Determination Value

	SSO	SSE	Q^2(=1-SSE/SSO)	Description
Kinerja	**1155.000**	**890.945**	**0.229**	**Good/Fit**

Based on Table 9. The Result of Coefficient of Determination Value, the Q-square value in the structural model is 0.229, which is greater than 0, so it can be said that the model already has good criteria or meets the goodness of fit requirements. Therefore, it can be said that the model in this study is good enough to describe the reality and phenomena that occur in the field. Further evaluation of the inner model by looking at the path diagram that shows how much influence the independent variable has on the dependent variable Figure 2 below is a path diagram in this model:

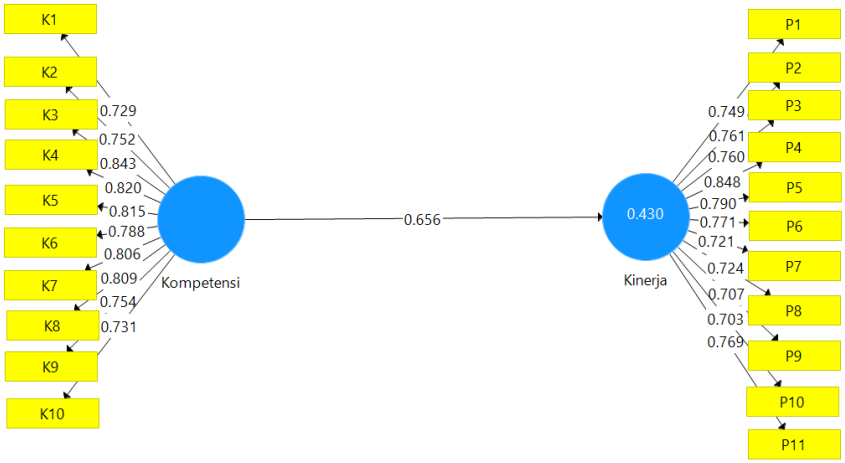


Figure 2. Path Diagram and Final Inner Model

5.3 Path Coefficient and Hypothesis Testing

The path coefficient value is used to show the significance of the influence between variables. The significance of the effect was obtained by using the bootstrap procedure. The assessment of the significance of the prediction model in the evaluation of the inner model can be seen from the P-value. If the P-value is greater than 0.05 or 5%, it means that the effect is not significant. If the P-value is 0.05 or 5%, it means that the relationship has a significant effect. The results of the hypothesis test can be seen in the Table 10 below:

Table 10. Structural Model path coefficient

	Path Coefficient	P-value	Result	Description
Competence → Performance	**0.656**	**0,000**	Significant	H1 Accepted

Based on Table 10. Structural Model path coefficient and picture 2. Path Diagram and Final Inner Model above, the p-value is < 0.05 and the path coefficient is 0.656, which means that it has met the positive significant criteria (H1 is accepted). This shows that the competence of employees at the Office of the Ministry of Religion of Sragen Regency has a significant positive effect on performance. Furthermore, the moderation test was carried out to determine whether there was an influence of competency variables on performance based on age, education level, and years of service data groups, which were carried out by multi-group analysis using PLS-MGA (Partial Least Square-Multi Group Analysis). According to Hanseler (2009), multiple group analysis makes it possible to test whether the predefined data groups have significant differences in parameter-specific estimates (e.g., external weights, external loads, and path coefficients). Furthermore, the moderation test was carried out to determine whether there was an influence of competency variables on performance based on age, education level, and years of service data groups, which were carried out by multi-group analysis using PLS-MGA (Partial Least Square-Multi Group Analysis). According to Hanseler (2009), multiple group analysis makes it possible to test whether the predefined data groups have significant differences in parameter-specific estimates (e.g., external weights, external loads, and path coefficients). For group comparison, this study adopted a bootstrap-based MGA. The PLS-MGA test uses nonparametric assumptions (Cheah et al., 2020). PLS-MGA results are significant at the 5% probability level, where the p-value for the difference in group-specific path coefficients must be less than 0.05 or greater than 0.95 (Cheah et al., 2020). The results of the multi-group moderation analysis can be seen in the description below:

Table 11. Moderation Path Coefficient

PLS-MGA Gender				***Boostrap Path Coefficient***		
	(Male) – (Female)	**(Male) vs (Female)**		**Original**		
Relation	***Path Coefficient-diff***	***P-value original***	***P-value new***	***Path coefficient* (Male)**	***Path coefficient* (Female)**	**Description**
Competence-> Performance	0.117	0.180	**0.359**	0.706	0.589	H2 Rejected
PLS-MGA Age				***Boostrap Path Coefficient***		
	(40-49 year) – (50-57 year)	**(40-49 year) vs (50-57 year)**		**Original**		
Relation	***Path Coefficient-diff***	***P-value original***	***P-value new***	***Path coefficient* (40-49 year)**	***Path coefficient* (50-59 year)**	**Description**

Competence-> Performance	0.256	0.014	**0.027**	0.733	0.477	H2 Accepted
PLS-MGA Education Level				***Boostrap Path Coefficient***		
	(D4-S1) – (S2)	**(D4-S1) vs (S2)**		**Original**		
Relation	***Path Coefficient-diff***	***P-value original***	***P-value new***	***Path coefficient* (D4-S1)**	***Path coefficient* (S2)**	**Description**
Competence-> Performance	-0.281	0.998	**0.005**	0,548	0.830	H2 Accepted
PLS-MGA Tenure				***Boostrap Path Coefficient***		
	(6-10 year) – (11-15 year)	**(6-10 year) vs (11-15 year)**		**Original**		
Relation	***Path Coefficient-diff***	***P-value original***	***P-value new***	***Path coefficient* (6-10 year)**	***Path coefficient* (11-15 year)**	**Description**
Competence-> Performance	0.221	0.024	**0.047**	0.760	0.539	H2 Accepted

Grouping by gender aims to determine how demographics act as a moderating variable in the influence of competence on performance in terms of gender. Based on Table 11. Moderation Path Coefficient above, gender has a path coefficient of 0.117 and a p-value of 0.359, which is more than 0.05, which means that gender is not significant as a moderator for the influence of competence on performance (H2 is rejected). So, it can be concluded that the demography at the Ministry of Religion Office of Sragen Regency in terms of gender does not have a moderating role in the influence of competence on performance. This is not in line with previous research conducted by Rompis et al. (2018) that showed gender differences can have different abilities in terms of thinking associated with biological aspects inherent in everyone so that it can affect their competence or ability at work. Grouping by age aims to determine how demographics act as a moderating variable in the influence of competence on performance in terms of age. Based on table 11, age has a path coefficient of 0.256 and a p-value of 0.027, which is less than 0.05, which means that the age group has a significant positive role as a moderator for the influence of competence on performance. Based on the bootstrap path coefficient, it is known that the path coefficient value for the 40–49-year age group is 0.733, which is greater than the 50–59-year age group. So, it can be concluded that demographics at the Office of the Ministry of Religion of Sragen Regency based on age have a significant positive moderating role or strengthen the influence of competence on performance (H2 is accepted), and those who have a greater role are in the 40–49-year age group. This is in line with previous research conducted by Yunita (2017) that found age can affect a person's ability or competence in the performance they perform.

The grouping based on education level aims to find out how demographics act as a moderating variable in the influence of competence on performance in terms of education level. Based on table 11, at the level of education the path coefficient is -0.281 and the p-value is 0.005, which is less than 0.05, which means that the level of education has a significant negative role as a moderator for the influence of competence on performance. Based on the bootstrap path coefficient, it is known that the path coefficient value for the postgraduate education group is 0.830, which is greater than the D4-S1 education group, which has a path coefficient value of 0.548. So, it can be concluded that at the Office of the Ministry of Religion, Sragen Regency, demographics based on education level have a significant negative moderating role or weaken the influence of competence on performance (H2 is accepted), and those with a greater role are in the master education group. This contradicts previous research by Anggita and Kawedar (2017), which found that higher education levels can significantly affect an individual's competence in employee performance. The grouping based on years of service aims to determine how demographics act as a moderating variable in the influence

of competence on performance in terms of years of service. Based on table 11, the working period has a path coefficient of 0.221 and a p-value of 0.047, which is less than 0.05, which means that the tenure of service is significantly positive as a moderator for the influence of competence on performance. Based on the bootstrap path coefficient, it is known that the path coefficient value for the 6–10 year working group is 0.760, which is greater than the 11–15-year education group, which has a path coefficient value of 0.539. So, it can be concluded that the demographics at the Office of the Ministry of Religion of Sragen Regency based on years of service have a significant positive moderating role or strengthen the influence of competence on performance (H2 is accepted), and those who have a greater role are in the 6–10 year working group.

6. Conclusion

Based on the results of research and discussion on the influence of competence on performance with demography as a moderating variable at the Office of the Ministry of Religion of Sragen Regency, the following conclusions can be drawn:

1. The competence of the Ministry of Religion Office Employees of Sragen Regency is included in the good category. This is stated through the average response or opinion of respondents obtained from 10 statement items regarding competence, which is around 71%. In the competency variables, which include the dimensions of knowledge, skills/skills, and attitudes, all three are in the good category, for the highest score is on the attitude dimension and the lowest score is on the skill/skill dimension.
2. Demographics of Employees the Ministry of Religion Office of Sragen Regency has employees who are dominated by male employees, employees aged 40-49 years and aged 50-59 years, employees with education levels of D4-S1 and S2, as well as employees with years of service. 5-6 years and 11–15 years.
3. The performance of the Office of the Ministry of Religion of Sragen Regency is in the good category. This is stated through the average responses or opinions of respondents obtained from 11 statement items regarding performance, which is around 70.15%. The performance variables include the dimensions of quantity, quality, timeliness, effectiveness, independence, and commitment. Of all the dimensions of the performance variable, it is included in the good category, for the highest score is in quantity and quality, with the same score ranging from 71%. Then, for the lowest value of all the dimensions of performance is the dimension of timeliness.
4. a) Based on the results of the analysis conducted using SEM-PLS, it is known that competition has a significant positive effect on the performance of the Office of the Ministry of Religion of Sragen Regency, where the path coefficient is 0.656, which indicates that the direction of the path is positive, so it can be interpreted that the better the competence, the better the employee performance.
   b). Based on the results of the analysis using PLS-MGA, it is known that the demographics of age and working period significantly positively moderate the influence of competence on the performance of the Ministry of Religion Office employees of Sragen Regency. Meanwhile, demographics based on education level significantly negatively moderated the effect of competence on performance. Then, for the demographic gender, competence is not significant as a moderator of the effect of competence on performance. So, it can be interpreted that the difference in gender between men and women does not have a role to play in moderating the influence of competence on the performance of the Ministry of Religion Office Employees of Sragen Regency.

References

Akbar, Y. K., Saudi, M. H., & Sinaga, O, Analysis of the Effect of Motivation, Competency, And Geographical Environmental Characteristics on Employee Performance: Study on Finance Directorate in Indonesia. Review of International Geographical Education (RIGEO), 11(3), 184-198. Doi: 10.48047/rigeo.11.3.21, 2021.

Amegayibor, G. K. The effect of demographic factors on employees' performance: A case of an owner-manager manufacturing firm. Annals of Human Resource Management Research, 1(2), 127-143, 2021.

Edison, E., Anwar, Y., & Komariah, I. Manajemen Sumber Daya Manusia. Bandung: Alfabeta, 2017.

Hair, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2018). Advanced Issues in Partial Least Squares Structural Equation Modeling (PLS-SEM). Sage, 2018.

Hasibuan, J. S., & Silvya, B. Pengaruh Disiplin Kerja dan Motivasi Terhadap Kinerja Karyawan. Prosiding Seminar Nasional USM, 2(1), 134– 147, 2019.

Katidjan, P., Pawirosumarto, S., & Yuliani, T. The Effect of Competence, Traıning, and Compensatıon to Employment Performance. European Research Studies Journal. Volume 21, (3), 2018.

Kurniawan, D. A., Guswandi., & Sodikin, A. The Effect Of Competence And Motivation On Employee Performance Through Employees Capabilitieson Pt. Binasinar Amity. International Journal Of Research Science & Management. Vol 5(5), 2018.

Lakip. Laporan Akuntabilitas Kinerja Tahun 2020 Kantor Kementerian Agama Kabupaten Sragen, 2020.

LAKIP Kementerian PANRB. Laporan Kinerjakementerian PANRB. Jakarta: Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2020.

Lie, T. F., & Hotlan, S. Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja Pada Cv. Union Event Planner. AGORA Vol. 6 (1), 2018.

Lubis, W. U., & Zulkarnain, Z. Pengaruh Kepemimpinan Transformasional Dan Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi. Jurnal Penelitian Bimbingan Dan Konseling, 3(1), 2018.

Mandongwe, L., & Jaravaza, D. C. Women entrepreneurial intentions in subsistence marketplaces: The role of entrepreneurial orientation and demographic profiles in Zimbabwe. Cogent Business & Management, 7(1), 1818365, 2020.

Mitonga-Monga, J., Flotman, A., & Cilliers, F. V. N. Organisational citizenship behaviour among railway employees in a developing country: effects of age, education and tenure. Southern African Business Review, 21(1), 385-406, 2017.

Pasban, M. A Review of the Role of Human Capital in the Organization. Procedia - Social and Behavioral Sciences 230 249 – 253, 2016.

Pawitan, G., Widyarini, M., & Nawangpalupi, C. B. Moderating effect of demographic factors and entrepreneurial phase on the relationship between entrepreneurial competencies and innovation of ASEAN entrepreneurs. Pertanika Journal of Social Sciences and Humanities, 26, 151-166, 2018.

Rahman, A. Kesiapan Tenaga Kerja Hadapi Digitalisasi Jadi Tantangan Pemerintah Merdeka.com. online Diakses pada 12 Juli 2022. https://www.merdeka.com/uang/kesiapan-tenaga-kerja-hadapi-digitalisasi-jadi-tantangan-pemerintah.html, 2020.

Robbins, S. P. dan Judge, T.A. Perilaku Organisasi. Edisi Keenambelas. Jakarta: Salemba Empat, 2015.

Sedarmayanti. Manajemen Sumber Daya Manusia. Bandung: Refika Aditama, 2017.

Sucahyowati, Hari. Pengaruh Komitmen dan Kompetensi terhadap Kinerja Karyawan Kantor Kesyahbandaran dan Otoritas Pelabuhan Cilacap. Jurnal Saintara Vol 5 No. 1, 2020.

Sudiarti, N. W., & Juliarsa, G. Pengaruh Kompetensi Sumber Daya Manusia dan Locus of Control Terhadap Kualitas Laporan Keuangan LPD. E-Jurnal Akuntansi Universitas Udayana, 30(7), 1725–1737. Retrieved from https://ojs.unud.ac.id/index.php/Akuntansi/index 1725, 2020.

Sugiyono. Metode Penelitian Kuantitatif (Setiyawami (ed.); 2nd ed.). Bandung: Alfabeta, 2019.

Yunita, E. Pengaruh faktor demografis dan psikologis pada kinerja account representative direktorat jenderal pajak. E-Jurnal Ekonomi dan Bisnis Universitas Udayana 5.10, 2017.

Biographies

Wulan Hilmi Rochmawati is a Magister Management Student from Telkom University, Bandung, Indonesia. She graduated from Management Businness Telecommunication and Informatics, also from Telkom University.

Dian Indiyati is a Senior Lecturer of Magister Management Field from Faculty of Economics and Business Telkom University, Bandung, Indonesia.