

Human Resource Performance Based on Culture and ICT Competency: The Role of Knowledge Creation as Mediation in the Ministry of State Secretariat of the Presidential Palace of the Republic of Indonesia

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Abstract. Human resource performance describes the extent to which performance targets can be met until the work is completed which has an impact on the objectives of the vision and mission. This study aims to empirically determine and analyze the influence of organizational culture and ICT competences on knowledge creation and its impact on the performance of Civil Servants at the Ministry of State Secretariat of the Presidential Palace of the Republic of Indonesia. The population in this study were all Civil Servants or State Civil Apparatus at the Ministry of State Secretariat of the Republic of Indonesia. Based on the results of the questionnaire distribution, a sample size of 125 respondents was obtained. The test results showed that the influence of organizational culture on knowledge creation was positive and significant. Then, in the hypothesis, the influence of ICT competences on knowledge creation did not have a significant effect. Third, the influence of organizational culture on human resource performance showed a positive and significant effect. Then, fourth, there was the influence of ICT competences on human resource performance showing a significant effect. Finally, the influence of knowledge creation on human resource performance showed a significant effect. This shows that the ICT competences variable on knowledge creation has no effect, so this shows that the field of research is still broad and thus there are still opportunities for further research.

Keywords: Culture; Human Resources; ICT Competency; Knowledge Creation; Ministry of State Secretariat of the Republic of Indonesia.

1. Introduction

In the current era of new technological developments, it is widely referred to as the industrial revolution 4.0, which is characterized by the rapid growth of digital technology, intelligent robotics and automation, the Internet of Things and artificial intelligence, which may have an impact on various fields of life. For example, economics, business, national and global, social and individual. Such complex technological changes will certainly have a positive impact in supporting the development of various fields of life, and can also be a threat to every field of life. The many negative impacts, such as unemployment, high demand for human resource skills, require the formulation of many new policies and regulations, as well as major and strategic changes in capacity development plans.¹

According to the World Economic Forum 2018 facing the challenges of the Industrial Revolution 4.0, organizations need to realize that "human capital investment" is an organizational asset, not a burden on the organization. The most important human resource development strategy in the future is the development of intellectual and social skills, which allows human resources to collaborate with various skills and expertise so that they can quickly interpret information presented through the "human-machine interface". As work becomes more complex and interconnected, technical skills and systematic thinking skills also become very important. The assessment aspects here are things that are basically traits or characteristics that can indicate that the implementation of a particular job can run smoothly and succeed well.²

Based on the results of the survey conducted, researchers obtained information from the State Secretariat Education and Training Center, indicating that Civil Servants of the Ministry of the Republic of Indonesia Secretariat received the same training but produced different performances. This is because not all employees have good knowledge creation abilities. Knowledge creation will be directly proportional to performance. People who have knowledge creation abilities will always have new ideas or skills to minimize problems that will arise, and are able to solve problems quickly, precisely and effectively, so that they can quickly achieve the desired goals.

Organizational culture states the general views held by members of the organization. The perspective of employee capabilities, opportunities for innovation and creativity, opportunities to express opinions, and good relationships established within the organization, the important role of organizational culture is to influence employee behavior. All of this allows organizational culture to optimize employee performance to achieve organizational

¹Abdullah, A. (2020). Relationship the Work Culture and Training Programs Within Performance. *International Journal of Progressive Sciences and Technologies (IJPSAT)*, 20(1), 92–101.

²Baur.C. & Wee.D. (2015). *Manufacturing's Next Act*. McKinsey & Company. Retrieved from <https://www.mckinsey.com/business-functions/operations/our-insights/manufacturing-next-act>.

goals. Knowledge creation is needed to organize the knowledge held by human resources (HR) in an organization. This is because the use of employees or human resources to increase the productivity of an organization or institution through innovation and potential creation. Nonaka (1994) stated that knowledge is an effective, in-depth tool that can increase the organization's ability to take appropriate action.³

Table 1.1

Percentage of the level of performance evaluation results of the Ministry of State Secretariat of the Republic of Indonesia in 2018 to 2020

No	Component	Year		
		2018	2019	2020
1	Performance planning	22.57	26.41	23.36
2	Performance achievements	14.88	14.61	15.50
3	Performance Reporting	11.97	11.86	11.83
	Evaluation Result Value	72.34	52.88	50.69

Source: Documentation of the Ministry of State Secretariat of the Republic of Indonesia

Based on the table above, the phenomenon related to the decline in employee performance levels each month indicates a lack of optimization of performance, organizational culture, ICT competences and knowledge creation of employees, this will certainly affect the future systems and programs that have been planned by the Ministry of State Secretariat of the Republic of Indonesia and suggests providing input for the implementation of knowledge creation in central government organizations, so that public service activities are expected to be better.⁴

2. Research Methods

The type of research that used This research is an associative explanatory research type, which aims to determine the relationship between two or more variables. This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of Organizational Culture, ICT Competences, on Human Resource performance with Knowledge Creation as a mediating variable.⁵

3. Results and Discussion

³Sahas, Ahmad Nur Falah (2017). *Pengaruh Knowledge Management Terhadap Kinerja Karyawan Dan Kinerja Perusahaan*. Universitas Brawijaya.

⁴Kementerian Sekretariat Negara Republik Indonesia. https://www.setneg.go.id/baca/index/the_new_normal_dan_akselerasi_reformasi_birokrasi. (Accessed on December 07, 2020)

⁵Sugiyono. (2012). *"Memahami Penelitian Kualitatif"*. (Bandung: CV Alfabeta).

3.1.Respondents' age, gender, work period, education level and position group

Table 3.1.1 Based on Age

No	Age	Amount	Presentation
1.	< 25 years	16	12.8%
2.	25 to 35 years	55	44.0%
3.	36 to 45 years old	32	25.6%
4.	46 to 55 years	21	16.8%
5.	> 55 years	1	0.8%
	Amount	125	100%

Source: Processed primary data, 2021

Based on Table 3.1.1, it can be shown that respondents in the 25 to 35 year age group dominate the average age of respondents, which is 55 respondents or 44.0% and the 36 to 45 year age group dominates the average age of respondents, which is 32 respondents or 25.6%. The data shows that in general, respondents who work at the Ministry of State Secretariat of the Republic of Indonesia are more productive age employees, namely 25-45 years old. This provides an advantage for the Ministry of State Secretariat of the Republic of Indonesia with a productive age, so with the large proportion of the number of productive age human resources, the organization is said to have a demographic bonus (window of opportunity) and has the opportunity to boost work productivity growth. Productive age is very likely to change character such as soft skills, life skills and work ethic.⁶

Table 3.1.1By Gender

No	Gender	Amount	Presentation
1.	Man	63	50.4%
2.	Woman	62	49.6%
	Amount	125	100%

Source: Processed primary data, 2021

From Table 3.1.2 shows the number of male respondents is greater by 63 respondents (50.4%) compared to female respondents by 62 respondents (49.6%). This condition brings its own advantages for the Ministry of State Secretariat of the Republic of Indonesia, especially where men have a high level of mobility.

Table 3.1.2 Based on Work Period

No	Years of service	Amount	Presentation
1.	<2 years	2	1.6%
2.	2 to 10 years	75	60.0%
3.	11 to 15 years	18	14.4%
4.	16 to 20 years	16	12.8%

⁶Striteska, M. K., & Zapletal, D. (2020). The role of corporate culture in performance measurement and management systems. *International Journal of Financial Studies*, 8(4), 1–12. <https://doi.org/10.3390/ijfs8040075>.

5.	>20 years	14	11.2%
	Amount	125	100%

Source: Processed primary data, 2021

Based on Table 3.1.3, it can be shown that civil servant respondents with a work period of 2 to 10 years are the largest respondents, namely 75 respondents or 60.0%. This condition shows that the majority of employees of the Ministry of State Secretariat of the Republic of Indonesia have understood their job design, understood their field of work and have mastered their duties very well.⁷

Table 3.1.3Based on Education Level

No	Education	Amount	Presentation
1.	High School/Vocational School	3	2.4%
2.	Diploma III	12	9.6%
3.	Bachelor degree)	71	56.8%
4.	Master (S2)	31	24.8%
5.	Postgraduate (S3)	8	6.4%
	Amount	125	100%

Source: Processed primary data, 2021

Based on Table 3.1.4, it can be shown that respondents with a Bachelor's degree (S1) educational background are in first place, namely 71 respondents or 56.8% followed by a Masters degree educational background, namely 31 respondents or 24.8%. So this condition has an impact on the organization because with an educational background that is in accordance with the required competencies, employees have a level of knowledge that is in accordance with their field of work so that they can provide excellent service.

Respondents based on group are shown in Table 3.1.4. The State Civil Apparatus has a division of ranks and job groups that indicate the functions, duties, responsibilities, authorities and rights of an ASN employee in an organizational unit. Group is a level or level of position that is arranged based on the weight of the duties and responsibilities of the position in a Regional Apparatus Organization (OPD).⁸

Table 3.1.4Based on Job Class

No	Group	Amount	Presentation
1.	III/a	43	34.4%
2.	III/b	19	15.2%
3.	III/c	15	12.0%
4.	III/d	16	12.8%
5.	IV/a	14	11.2%

⁷Sawant, N., & Himanshu, S., (2013). *Big Data Application Architecture Q & A*. (New York: Springer Science Business Media).

⁸Ghozali, Imam, Hengky Latan. (2015). *Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris*. (BP Undip. Semarang).

6.	IV/b	11	8.8%
7.	IV/c	4	3.2%
8.	IV/d	2	1.6%
9.	IV/e	1	0.8%
amount		100	100.00

Source: Processed primary data, 2021

in table 3.1.5 it can be shown that respondents Group III/a are the most respondents, namely 43 respondents or 34.4%. This condition shows that Group III/a dominates the employees of the Ministry of State Secretariat of the Republic of Indonesia, this means that HR has a minimum educational background of strata I according to the requirements of group III.⁹

3.2.Organizational Culture Variables, ICT Competence, Knowledge Creation, HR Performance,

In order to reveal the respondents' responses regarding the Organizational Culture variable in Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia, this study used 6 statements taken from the indicators, namely: Professionalism, Distance from Management, Trust, Order, Hostility and Integration.

Table 3.2

Results of Answers to Organizational Culture Variable Indicators

No	Indicator	Statement	Average	Criteria
1.	Professionalism	To complete tasks at the office, you have to devote all your abilities.	6.12	Tall
2.	Distance from management	Decision making regarding work and tasks for you is centralized by the Head of Section.	5.91	Tall
3.	Believe	Towards co-workers, Sir/Madam always behave kindly, warmly and politely.	6.18	Tall
4.	Regularity	Meetings are always held on time by Mr. / Mrs.	6.01	Tall
5.	Hostility	When carrying out work assignments, you often feel that there is competition and distrust between colleagues or between divisions.	4.75	Currently
6.	Integration	Cooperation in carrying out work / tasks with other divisions is well established with Mr. / Mrs.	6.04	Tall
The average value of the Organizational Culture variable			5.84	Tall

Source: Processed primary data, 2021

Based on Table 3.2, the responses to the organizational culture variable indicator from the calculation of the questionnaire results for the organizational culture variable indicator showed a figure of 5.84, which shows that most respondents considered that the organizational culture of Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia was in the high or good category. The highest indicator of the organizational culture variable was the trust indicator with a score of 6.18. This shows that the perception of Civil

⁹Gubbels, J., Swart, N. M., & Groen, M. A. (2020). Everything in moderation: ICT and reading performance of Dutch 15-year-olds. *Large-Scale Assessments in Education*, 8(1), 1–17. <https://doi.org/10.1186/s40536-020-0079-0>.

Servants of the Ministry of State Secretariat of the Republic of Indonesia against the indicator Trust indicators show that HR trusts co-workers who have the same foundation containing norms, values, employee work methods and habits that lead to the quality of organizational performance. While the lowest indicator is the hostility indicator with a score of 4.75. Respondents answered with a low score because they did not agree with the statement that respondents often felt competition and distrust towards colleagues or between divisions. In this case, respondents stated that HR has a close bond with each other and high trust in the work systems and mechanisms that exist in the organization so that there are no gaps and inequalities that lead to hostility.¹⁰

3.2.1. ICT Competence Variable

In order to reveal the respondents' responses regarding the ICT Competence variable for Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia, this study used 3 statements taken from the indicators, namely: Knowledge, Operation, and Infrastructure.

Table 3.2.1
ICT Competence Variable Indicator Answer Results

No	Indicator	Statement	Average	Criteria
1.	Knowledge	Sir/Madam has knowledge of computer-based technology in carrying out office tasks individually.	6.10	Tall
2.	Operation	Sir/Madam has computer-based technical skills to achieve work efficiency.	6.08	Tall
3.	Infrastructure	Sir/Madam understands about new innovations in the field of computers and information technology	6.11	Tall
The average value of the ICT Competence variable			6.10	Tall

Source: Processed primary data, 2021

Based on Table 3.2.1, the responses to the ICT Competence indicator from the calculation of the questionnaire answer results for the ICT Competence variable indicator showed a figure of 6.10, which shows that most respondents considered that ICT Competence in Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia was in the high or good category. The highest indicator of the ICT Competence variable is the infrastructure indicator with a score of 6.11. This shows that employees at the Ministry of State Secretariat of the Republic of Indonesia have good IT competencies to assist company leaders in their responsibilities in making ICT successful in supporting the goals and missions of the organization. While the lowest indicator is the operation indicator with a score of 6.08. The lowest answer shows that respondents do not have computer-based techniques to achieve work efficiency. In this case, respondents stated that not all HR have the same competency in operating ICT. So not many have utilized new innovations in the field of computers and information technology.¹¹

¹⁰Dražković, Z., Čelić, Đ., Čosić, I., Uzelac, Z., & Petrov, V. (2019). The relationship between organizational culture and performance of sme's: Empirical study from a developing country. *Tehnicki Vjesnik*, 26(6), 1620–1627. <https://doi.org/10.17559/TV-20180801135606>.

¹¹Auernhammer, J., & Hall, H. (2014). Organizational culture in knowledge creation, creativity and innovation: Towards the Freiraum model. *Journal of Information Science*, 40(2), 154–166. <https://doi.org/10.1177/0165551513508356>.

3.2.2. Knowledge Creation Variable

In order to reveal the respondents' responses regarding the Knowledge Creation variable in Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia, this study used 4 statements taken from the indicators, namely: Socialization, Externalization, Combination and Internalization.

Table 3.2.2
Knowledge Creation Variable Indicator Answer Results

No	Indicator	Statement	Average	Criteria
1.	<i>Socialization</i>	Sir/Madam always informs us about any knowledge we have	6.20	Tall
2.	<i>Externalization</i>	Sir/Madam always share knowledge with office friends while working	6.08	Tall
3.	<i>Combination</i>	Sir/Madam always use the knowledge they have to make work easier	6.12	Tall
4.	<i>Internalization</i>	In working, you always have an effective and efficient way.	6.20	Tall
The average value of the Knowledge Creation variable			6.12	Tall

Source: Processed primary data, 2021

Based on Table 3.2.2, the responses to the knowledge creation variable indicator from the calculation of the questionnaire answer results for the knowledge creation variable indicator showed a figure of 6.12, which shows that most respondents considered that knowledge creation in Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia was in the high or good category. The highest indicator of the knowledge creation variable is the Socialization and Internalization indicator with a score of 6.20. This shows that HR has the behavior of sharing and creating tacit knowledge through direct experience by sharing experiences, discussions and stories. While the lowest indicator is the Externalization indicator with a score of 6.08. Respondents answered externalization with the lowest score because respondents do not always share knowledge with office friends at work. In this case, it shows that HR also carries out the internalization process by balancing the learning process with the practice process in the real world (learning by doing) so as to produce and add new knowledge to the individual.¹²

3.2.3 HR Performance Variables

In order to reveal the respondents' responses regarding the HR Performance variable in Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia, this study used 4 statements taken from the indicators, namely: Quality, Quantity, Implementation of Duties and Responsibilities.

Table 3.2.3
HR Performance Variable Indicator Answer Results

¹²Eko, Cosmas Suharyanto. (2015). *Peran Teknologi Informasi dan Komunikasi (TIK) Sebagai Enabler Knowledge Management Dalam Membawa Inovasi Pada Industri Kreatif Di Batam*. (Pascasarjana Ilmu Komputer Binus University).

No	Indicator	Statement	Average	Criteria
1.	Quality	Sir/Madam always corrects the mistakes that have been made to improve the quality of my work.	6.06	Tall
2.	Quantity	Sir/Madam always tries to achieve the work targets set by the leadership	6.15	Tall
3.	Execution of Tasks	Mr / Mrs has commitment and responsibility at work	6.09	Tall
4.	Responsibility	Sir/Madam has knowledge of the work being done	6.28	Tall
Average value of HR Performance variables			6.12	Tall

Source: Processed primary data, 2021

Based on Table 3.2.3, the responses to the HR Performance variable indicator from the calculation of the questionnaire results for the HR Performance variable indicator showed a figure of 6.12, which shows that most respondents considered that HR Performance in Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia was in the high or good category. The highest indicator of the HR Performance variable is the Responsibility indicator with a score of 6.28. This shows that Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia are committed to their work and complete it as expected. While the lowest indicator is the quality indicator with a score of 6.06. In this case, respondents stated that HR is required to complete work on time, but the workload is too high and the obligation to complete the quantity of work achievements, causing the quality of work not to be achieved according to company standards.¹³

3.3.The Influence of Organizational Culture on Knowledge Creation

Table 3.3. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture -> HR Performance	0.203	0.215	0.100	2,032	0.043
Organizational Culture -> Knowledge Creation	0.451	0.466	0.122	3,699	0,000
ICT Competence -> HR Performance	0.420	0.414	0.067	6,299	0,000
ICT Competence -> Knowledge Creation	0.219	0.212	0.135	1,623	0.105
Knowledge Creation -> HR Performance	0.309	0.299	0.092	3,341	0.001

Source: Processed primary data, 2021

¹³Joseph, O. O., & Kibera, F. (2019). Organizational Culture and Performance: Evidence From Microfinance Institutions in Kenya. *SAGE Open*, 9(1). <https://doi.org/10.1177/2158244019835934>.

To determine whether a hypothesis is accepted or not by comparing t count with t table with the condition that if t count > t table, then the hypothesis is accepted. The test uses a two-sided test with a probability (α) of 0.10 and the degree of freedom of the test is

$$\begin{aligned} Df &= (nk) \\ &= (125-4) \\ &= 121 \end{aligned}$$

so that the t table value for df 121 two-tailed t table test found a coefficient of 1.97.

So the equation formed based on the table above is:

$$\text{Equation 1: } Y_1 = 0.451 X_1 + 0.219 X_2$$

$$\text{Equation 2: } Y_2 = 0.203 X_1 + 0.420 X_2 + 0.309 Y_1$$

Table 3.3. shows that the original sample estimate value of Organizational Culture on Knowledge Creation is 0.451 which indicates that the direction of the relationship is positive. The relationship between Organizational Culture and Knowledge Creation is significant with a T-statistic of $3.699 > 1.97$. Thus, the hypothesis H1 in this study which states that 'between Organizational Culture has an influence on Knowledge Creation is accepted.¹⁴

Table 3.3. shows the original sample estimate value between ICT Competence and Knowledge Creation of 0.219 which indicates that the direction of the relationship is positive. The T-statistic value of $1.623 < 1.97$ so that it is stated that there is no significant relationship. Thus, the H2 hypothesis in this study which states that ICT Competence has an effect on Knowledge ICT Competence is rejected.

Table 3.3. above shows that the T-statistic value of the relationship between Organizational Culture and HR Performance is $2.032 > 1.97$ and the original sample estimate value is 0.203 which indicates that the direction of the relationship between Organizational Culture and HR Performance is significantly positive. Thus, the hypothesis H3 in this study which states that Organizational Culture has an effect on HR Performance is accepted.

Table 3.3. also shows that the relationship between ICT Competence and HR Performance is significant with a T-statistic of $6.299 > 1.97$. The original sample estimate value is positive, which is 0.420, indicating that the direction of the relationship between ICT Competence and HR Performance is positive. Thus, the H4 hypothesis in this study which states that ICT Competence has an effect on HR Performance is accepted.¹⁵

Based on table 3.3. The original sample estimate value of Knowledge Creation on HR Performance is 0.309 which indicates that the direction of the relationship between Knowledge Creation and HR Performance is positive. The table data shows that the

¹⁴Jejen, L. (2021). *Peran teknologi informasi dalam peningkatan kinerja sumber daya manusia The role of information technology in improving the performance of human resources*. 23(1), 1–11. <https://doi.org/10.29264/jfor.v23i1.7809>.

¹⁵Keywell (2017). *The Fourth Industrial Revolution Is About Empowering People, Not The Rise Of The Machines*. Retrieved from <https://goo.gl/8qE3mw>.

relationship between Knowledge Creation and HR Performance has a T-statistic value of $3.341 > 1.97$. Thus, the H5 hypothesis in this study which states that Knowledge Creation has an effect on HR Performance is accepted. Based on the original sample estimate value, it is obtained that the highest value that affects HR Performance is ICT Competence, which is 0.420. This shows that ICT Competence has a higher influence on HR Performance than the influence of Organizational Culture and Knowledge Creation. While the least dominant variable in influencing HR performance is Organizational Culture, with the smallest original sample estimate of 0.203.¹⁶

Based on table 3.3. above, it is also known that the original sample estimate value that influences Knowledge Creation is the Organizational Culture variable, which is 0.451. This shows that Organizational Culture has a higher influence on Knowledge Creation than the influence of ICT Competence, namely with an original sample estimate of 0.219. Based on the results of the PLS test in table 3.3. above regarding the first hypothesis, namely the influence of Organizational Culture on Knowledge Creation has a significant positive effect. This result is in accordance with the results of research which shows that there is great potential in the creation of organizational knowledge. Through organizational culture The findings of this study confirm the results of previous studies that have contributed to the development of how aspects of organizational culture enhance the process of creating knowledge related to creativity and encourage innovation.¹⁷

The results of this study indicate that The higher the professionalism of HR, the closer the distance from Management, the higher the trust of HR in the organization's vision and mission, the higher the level of HR regularity in the organization, the less hostility and the closer the integration between individuals will improve the process of socialization, externalization, combination and internalization. KHR trust in norms, values, employee work methods and habits that lead to the quality of organizational performance will encourage the ongoing process of socialization and internalization by providing a place for HR to share and create tacit knowledge through direct experience by sharing experiences, discussions and stories.¹⁸

3.3.1. The Influence of ICT Competence on Knowledge Creation

Based on the results of the PLS test in table 3.3. above regarding the first hypothesis, namely the influence of ICT Competence on Knowledge Creation, there is no significant influence. This study contradicts the results of Eko Indra Heri's (2019) study which shows that ease of use of

¹⁶Pfeffer, T. (2012). *Virtualization of Universities Digital Media and the Organization of Higher Education Institutions Innovation, Technology, and Knowledge Management*. Springer New York Dordrecht Heidelberg London. Springer Science+Business Media, LLC, 233 Spring Street, New York, NY 10013, USA.

¹⁷Sarwat, N., & Abbas, M. (2020). Individual knowledge creation ability: dispositional antecedents and relationship to innovative performance. *European Journal of Innovation Management*, 1996. <https://doi.org/10.1108/EJIM-05-2020-0198>.

¹⁸Teece, et, al. (1997). Dynamic capabilities and strategic Management. *Strategic Management Journal*, 18: 7.

IT can improve employee performance. IT technology that is easy to use, easy to control, clear and easy to understand, flexible, skilled and easy to use does not have a positive impact on employee performance. Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia.¹⁹

Information Technology in the dissemination of information through system administration, increasing innovation of information boards, and ending with the application of knowledge-based Information Technology has not been able to improve the process of knowledge transfer that arises from the activity of sharing and creating tacit knowledge through direct experience. The operation of Information Technology by opening data channels and conversations in capturing, storing, and monitoring information, with changes in Information Technology information, has not been able to influence the process of externalization and combination of knowledge, namely the release of tacit knowledge that exists in individuals and is poured into other media that are easier to learn and understand for others, then developed again and disseminated through various more systematic media. The Information Technology devices used have not been able to influence the internalization phase of knowledge. Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia. To increase The Influence of ICT Competence on Knowledge Creation The Ministry of State Secretariat of the Republic of Indonesia can increase the intensity of the use of IT infrastructure to facilitate work and support the goals and missions of the organization which are expected to improve the Externalization process so as to produce and add new knowledge to individuals.²⁰

3.3.2. The Influence of Organizational Culture on HR Performance

Based on the results of the PLS test in table 3.3. above regarding the second hypothesis, namely the influence of Organizational Culture on HR Performance. has a significant positive effect. These results confirm the results of previous studies, namely that a strong organizational culture will improve overall individual performance. Organizational culture creates good performance and stimulates high work discipline. Culture. A good organization will form values and standards that guide organizational behavior, making it easier to achieve organizational goals. Organizational culture has the power to lead members towards achieving organizational goals and influences individuals and their performance..²¹

The higher the professionalism of HR, the closer the distance from Management, the higher the trust of HR in the vision and mission of the organization, the higher the level of HR

¹⁹Leonard-Barton, D. (1995). *Wellsprings of Knowledge : Building dan Sustaining the Source of Innovation*, (Harvard Bussinies School Press).

²⁰Longo, Francesco & Nicoletti, Letizia & Padovano, Antonio. (2017). *Smart operators in industry 4.0: A human-centered approach to enhance operators' capabilities and competencies within the new smart factory context*. Computers & Industrial Engineering. 113. 10.1016/j.cie.2017.09.016.

²¹Hsiu Fen Lin, (2013). Knowledge donating and firm innovation capability: an empirical study. *International Journal of Manpower*.

regularity in the organization, the lack of hostility and the closer integration between individuals will improve the quality, quantity, implementation of the Duties and Responsibilities of Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia.. The results of this study indicate that organizations can improve HR trust in norms, values, employee work methods and habits that lead to the quality of organizational performance to improve the quality of work according to standards set by the organization.²²

3.3.3. The Influence of ICT Competence on HR Performance

Based on the results of the PLS test in table 3.3. above regarding the third hypothesis, namely the influence of *ICT Competence* to HR Performance have a significant impact. Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia are State Civil Apparatus institutions that must comply with the rules and regulations that govern them. Government Regulation (PP) No. 11 of 2017 concerning Civil Servant Management where one of the things referred to in this PP is the technical competency requirements, namely knowledge, skills and attitudes/behaviors that can be observed, measured and developed that are specifically related to the technical field of the position. This comprehensively stipulated PP is expected to be a legal umbrella for the creation of information technology-based human resource competencies in supporting sustainable, competitive and high-performance public services in order to realize good governance (e_governance).²³

Related to efforts to improve the quality of public services, the Quality, Quantity, Implementation of Tasks and Responsibilities of completing work by Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia need to be supported by reliable service human resources (HR), as well as the availability of facilities and infrastructure including knowledge support, operational capabilities and utilization of Information Technology (IT). This study confirms the results of previous studies which state that the use of computer-based information technology supports improved performance. The use of computer-based information technology, the process of completing work will be easier to implement. Information technology plays a very important role in the output process and performance quality. The results of the study show that information technology has a positive influence on output and performance quality.²⁴

This study indicates that the more Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia improve operations by optimizing the use of new innovations in the

²²Jamaludin, Rudi Salam, Harisman Yunus & Haedar Akib. (2017). *Pengaruh Budaya Organisasi terhadap Kinerja Pegawai pada Dinas Pendidikan Provinsi Sulawesi Selatan*. (Universitas Negeri Makassar).

²³Sahat Siregar, (2009). *"Pengaruh Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai (Studi Kasus pada Dinas Perhubungan Kota Medan)"*, skripsi, departemen Ilmu Administrasi Negara Fakultas Ilmu Sosial dan Ilmu Politik Universitas Sumatra Utara.

²⁴Nonaka, I. Toyama, R. & Konno N. (2001). *Emergence of "Ba": A Conceptual Framework for the Continuous and Self-transcending Process of Knowledge Creation*.

field of computers and information technology, the more the quality of work will be improved according to the established standards.

3.3.4. The Influence of Knowledge Creation on HR Performance

Based on the results of the PLS test in table 3.3. above regarding the fourth hypothesis, namely the influence of *knowledge creation* to HR Performance significant influence. This study supports the results of Pratama's research (2018) which shows that Knowledge Creation is very much needed in improving Employee Performance. The ability to acquire knowledge can positively and significantly affect performance. Previous research also shows that there is an influence of Knowledge creation on performance.

The Ministry of State Secretariat of the Republic of Indonesia is an institution with intensive use of knowledge, because it involves service activities/services to the community. The process of *socialization, Externalization, Combination* and *Internalization* of knowledge as a source of core competitiveness for organization very supportive kQuality, Quantity, Implementation of Duties and Responsibilities of Human Resources Performance of the Ministry of State Secretariat of the Republic of Indonesia. This study shows that by creating tacit knowledge through direct experience by sharing experiences, discussions and stories, it will have an impact on improving the quality of work according to the established standards.²⁵

3.3.5. Indirect Influence of Organizational Culture on HR Performance through Knowledge Creation.

Organizational culture in Ministry of State Secretariat of the Republic of Indonesia has a major contribution in knowledge management because culture reflects the basic beliefs, values, and rules that apply about why and how organizations need to develop, deliver, and use knowledge to achieve organizational goals. Knowledge creation is the first step of knowledge management whose process starts from within the organization through learning, research and development, experience accumulation, and learning by doing.²⁶

The higher the professionalism of HR, the closer the distance from Management, the higher the trust of HR in the organization's vision and mission, the higher the level of HR regularity in the organization, the lack of hostility and the closer integration between individuals will increase the process of socialization, externalization, combination and internalization and ultimately will have an impact on increasing the quality, quantity, implementation of tasks and responsibilities. Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia.²⁷

²⁵Pratama, Muhammad Rifky. (2018). *Menjawab Kendala Perpustakaan Dengan Implementasi Knowledge Management*.

²⁶Nonaka, I., & Toyama, R. (2015). The Knowledge-creating Theory Revisited: Knowledge Creation as a Synthesizing Process. *The Essentials of Knowledge Management*, 95–110. https://doi.org/10.1057/9781137552105_4.

²⁷Sudarma, Ketut & Susmiati. (2015). Pengaruh Budaya Organisasi dan Dukungan Organisasi Persepsian Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening". *Journal Unnes* 2015.

3.3.6. Indirect Influence of ICT Competence on HR Performance through Knowledge Creation.

The role of Information Technology in accommodating the knowledge management process in developing knowledge sharing and absorption activities in Ministry of State Secretariat of the Republic of Indonesia in improving performance and providing added value and competitive advantage. Information Technology helps identify, create, explain and distribute knowledge to be used and relearned for the success of the organization in the process of achieving goals. The higher the knowledge, the more adept the application operations, and the better the digital devices used, the better the process will be. *process of socialization, externalization, combination* and internalization and ultimately will have an impact on improving the quality, quantity, implementation of tasks and responsibilities. Civil Servants of the Ministry of State Secretariat of the Republic of Indonesia.²⁸

4. Conclusion

This study aims to empirically determine and analyze the influence of Organizational Culture and ICT Competences on Knowledge Creation and its impact on the Performance of Civil Servants at the Ministry of State Secretariat of the Republic of Indonesia. To answer the formulation of the problem in this study is about the influence of Knowledge Creation, Organizational Culture, and ICT Competences so that they can improve Human Resource Performance at the Ministry of State Secretariat, the results of empirical research show that: Organizational culture has a significant positive effect on Knowledge Creation. This means that the better the organizational culture, the better the knowledge creation process will be. Human Resources at the Ministry of State Secretariat. ICT Competence no have a significant impact towards Knowledge Creation. These results show that the better the competence of using ICT, the better influence the knowledge creation process carried out Human Resources in the Ministry of State Secretariat. Organizational Culture significant positive effect on HR Performance. This means that the better the organizational culture, the better it will be. Performance Human Resources at the Ministry of State Secretariat. ICT Competence has a significant influence on HR Performance. These results show that the better ICT usage competency then it will be better Performance Human Resources at the Ministry of State Secretariat knowledge creation has a significant effect on HR performance. These results indicate that the better the knowledge creation process carried out will improve the performance of Human Resources at the Ministry of State Secretariat.

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