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The Role of Competency and Organizational Support on Employee Performance Through the use of Information Technology in the National Archives of the Republic of Indonesia

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Abstract
This study aims to examine and analyze the following influences: (2) organizational support on information technology utilization; (3) competence on employee performance; (4) organizational support on employee performance; (5) information technology utilization on employee performance; (6) competence on employee performance mediated by information technology; and (7) organizational support on employee performance mediated by information technology utilization. The study was conducted at the National Archives of the Republic of Indonesia (ANRI) with a sample of 82 respondents, selected using purposive random sampling. Data analysis methods included descriptive analysis and path analysis. The research results indicate that: (1) competence has a positive and significant effect on information technology utilization at ANRI; (2) organizational support does not have a positive or significant effect on information technology utilization at ANRI; (3) competence has a positive and significant effect on the performance of ANRI archivist employees; (4) organizational support has a positive and significant effect on the performance of ANRI archivist employees; (5) information technology utilization has a positive and significant effect on the performance of ANRI archivist employees; (6) information technology utilization does not mediate the effect of competence on archivist employee performance; and (7) information technology utilization does not mediate the effect of organizational support on the performance of ANRI archivist employees.

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Introduction

Employee performance is a key indicator for measuring an organization's success in achieving its established goals. For public sector organizations, employee performance relates not only to meeting individual work targets but also reflects the quality of public service, the effectiveness of government program implementation, and the level of accountability in governance. Consequently, enhancing employee performance is a primary focus of any bureaucratic reform policy, as the success of a government organization ultimately hinges on its employees' ability to produce high-quality, timely, and efficient work that adds value to the organization.

In this era of rapid digital transformation, organizations are required to adapt to technology-based work systems. Government agencies—such as ANRI, which holds a strategic mandate for records management—are no exception. This shift demands new competencies from archivists, who serve as the primary technical implementers, as well as organizational support that is adaptable to the use of information technology. The combination of competent human resources and appropriate technology is considered key to boosting overall organizational performance.

Archivist competence plays a crucial role in determining the effectiveness of records management in the digital age. This competence encompasses not only technical skills in records management but also digital literacy, adaptability to change, and proficiency in electronic records management information systems. With adequate competence, archivists can leverage

technology to enhance efficiency, accuracy, and accountability in records management. However, such competence is often unevenly developed due to limitations in training, professional guidance, and access to adequate technology.

Despite the implementation of various bureaucratic reform and digital transformation policies, improving employee performance in public sector organizations remains a challenge. While the implementation of digital systems has indeed made work processes faster and better documented, it has not always resulted in increased productivity or work effectiveness. In many government organizations, technology is still predominantly utilized to meet administrative and reporting requirements rather than serving as a tool to enhance decision-making quality, accelerate task completion, and boost employee productivity. This situation indicates that the digitalization of work processes has not yet fully addressed the core issue: improving employee performance. Although digital transformation—driven by the implementation of Electronic-Based Government Systems (SPBE)—has been rolled out across various government agencies, increased use of information technology does not always correlate directly with improved employee performance. While a wide range of digital applications has been developed to support administration, collaboration, public services, and decision-making, a gap remains in practice between the level of digitalization achieved and actual organizational performance outcomes. In many agencies, information technology tends to be used merely to satisfy administrative and reporting needs, rather than as a means to genuinely enhance productivity, work quality, or the effectiveness of decision-making. This demonstrates that the mere presence of technology does not automatically lead to improved employee performance.

This situation arises because digital transformation fundamentally encompasses not only technological changes but also shifts in business processes, work culture, and organizational behavior. In many instances, organizations have deployed various digital systems yet have failed to fully transform employee work patterns. Digitalization often merely replaces manual processes with electronic ones without simplifying workflows through business process reengineering. Consequently, employees face more complex administrative workloads—such as navigating multiple non-integrated applications, performing repetitive data entry, and adapting to constantly changing systems. As a result, the utilization of technology has not yet made a significant contribution to performance improvement.

Increased use of information technology is not always accompanied by a corresponding rise in employees' digital competence. Technological mastery involves more than just the technical ability to operate systems; it also entails the capacity to leverage the information generated to accelerate tasks, enhance accuracy, strengthen collaboration, and support decision-making. If technology is used solely for data entry or routine administrative tasks, its strategic potential to boost productivity and work quality remains underutilized.

Organizational support plays a crucial role in the successful utilization of information technology. Organizations that fail to provide continuous training, mentoring, effective system integration, and adaptive policies hinder employees from optimizing technology use. Under these conditions, technology fails to act as a variable that reinforces the link between competence, organizational support, and employee performance. In other words, while information technology assists in task execution, its role as a catalyst for performance improvement remains suboptimal.

This phenomenon is particularly relevant within the National Archives of the Republic of Indonesia (ANRI) following the implementation of the Integrated Dynamic Archives Information System (SRIKANDI). This system has shifted archive management processes from manual to electronic-based operations. However, successful implementation depends not merely on the system's existence but also on archivists' ability to utilize available features, the organization's readiness to support change, and the capacity to integrate technology into daily workflows. Therefore, although information technology has become an integral part of an archivist's work, performance improvements are not guaranteed unless its utilization delivers efficiency, effectiveness, and added value in the execution of duties.

Research by Suryani *et al*. (2021) [19] identified positive and significant relationships between competence and employee performance, between competence and information technology usage, and between information technology usage and employee performance. It also revealed a partial mediation effect, wherein higher-quality competence enhances the use of information technology within the organization, subsequently boosting employee performance and driving the company's sustainable progress.

Research by Adhim and Suherman (2024) [1] highlights that the development of digital skills, adaptability, and corporate support for continuous learning are crucial for achieving optimal performance. Companies need to invest in comprehensive training programs and foster a work environment that supports employee competence development. Consequently, employees can rapidly adapt to technological changes, work more effectively, and contribute maximally to the company's success. Research by Amin and Wediawati (2022) indicates that organizational support has a negative and insignificant effect on performance; however, it has a positive and significant effect on employee engagement. Furthermore, employee engagement positively and significantly influences performance, and organizational support positively and significantly impacts performance through the mediation of employee engagement.

The novelty of this research lies in the testing of an empirical model that integrates competence and organizational support with information technology utilization as a mediating variable within the context of the national archival institution. Unlike previous studies—which were generally conducted in the education or corporate sectors—this study specifically analyzes the functional role of archivists within the national archival oversight agency, thereby offering conceptual and practical contributions to strengthening digital archival governance based on the Electronic-Based Government System (SPBE) framework within ANRI.

Based on the foregoing, this study aims to empirically examine the roles of archivist competence and organizational support in enhancing organizational performance through the utilization of information technology within the National Archives of the Republic of Indonesia (ANRI). Although ANRI has implemented a digital archival transformation via the SRIKANDI system within the Electronic-Based Government System (SPBE) framework, archivist performance has not yet shown optimal improvement. In practice, system utilization remains uneven and has not fully impacted the effectiveness, timeliness, and quality of records

management. This indicates a gap between digitalization policies and actual performance outcomes.

This situation is believed to stem from suboptimal digital competence among archivists and organizational support that lacks systematic integration in facilitating information technology usage. The mere availability of a system does not automatically boost performance unless accompanied by relevant competence and consistent institutional support. Therefore, empirical analysis is required to examine the roles of competence and organizational support in enhancing archivist performance through the use of information technology at ANRI.

Research Methods

This research will be conducted from February to March 2026. The study involves several stages: observation or interviews, the development and pilot testing of research instruments, questionnaire distribution, and data analysis. The researcher categorizes the process into two phases: fieldwork and data management/analysis.

The research will be conducted at the National Archives of the Republic of Indonesia (ANRI), located at Jalan Ampera Raya No. 7, Cilandak Timur, South Jakarta. This location was selected because ANRI serves as the supervising agency for the Archivist Functional Position and plays a pivotal role in enhancing archivist competencies nationwide; furthermore, the pool of respondents available to assess the various archivist competencies is more extensive here than in other agencies.

According to Ridwan (2015), a population consists of the aggregate characteristics or measurement units that serve as the object of research. Based on this perspective, it can be concluded that a population comprises the objects or subjects located within a specific area that meet certain criteria relevant to the research problem. The population for this study consists of 445 archivists at the National Archives of the Republic of Indonesia. The sample size was determined using Slovin's formula. According to Nalendra *et al*. (2021), Slovin's formula is used to calculate the minimum sample size when the characteristics of the population are not yet precisely known. The sample size derived from Slovin's formula is determined by the margin of error; the higher the margin of error used, the smaller the resulting sample size. Based on the calculation, a sample size of 82 individuals was established. This number of respondents is considered representative for obtaining data that accurately reflects the characteristics of the population.

Descriptive analysis is employed as the data analysis technique; this method aims to describe or explain a subject exactly as it is (Irawan, 2004). In this study, data presentation utilizes tables showing mean values and frequency distributions. Similarly, path analysis is a technique used to analyze cause-and-effect relationships within multiple regression when independent variables influence the dependent variable not only directly but also indirectly (Retherford, 1993). In this study, path analysis is employed to examine the influence of the mediating variable.

Results and Discussion

1. Descriptive Analysis

Data were obtained from questionnaires distributed to 82 respondents, covering four variables: competence (X_1), organizational support (X_2), information technology utilization (Z), and employee performance (Y). The results for each variable are as follows:

- **Competence Variable (X_1)**

The competence variable was measured using five indicators: knowledge, skills, self-concept, traits, and motives. The following are the results of the descriptive analysis for the competence variable indicators.

Table 1: Descriptive Analysis of the Competence Variable (X_1)

No.	Question	1 F	1 %	2 F	2 %	3 F	3 %	4 F	4 %	5 F	5 %	Average
1	Archivists are able to understand archive filing procedures well	1	1.22	1	1.22	3	3.66	42	51.22	35	42.68	4.33
2	Archivists understand the management of dynamic archives and/or static archives carried out in work units	0	0	0	0	2	2.44	27	32.93	53	64.63	4.62
3	Archivists are able to operate the SRIKANDI application.	0	0	1	1.22	8	9.76	23	28.05	50	60.98	4.49
4	Archivists are able to perform electronic records filing using the SRIKANDI application.	0	0	2	2.44	12	14.63	34	41.46	34	41.46	4.22
	Skills											4.35
5	The role of an archivist is crucial to the organization.	0	0	0	0	2	2.44	19	23.17	61	74.39	4.72
6	Archivists feel a moral responsibility in carrying out archival duties.	0	0	0	0	3	3.66	21	25.61	58	70.73	4.67
	Self-Concept											4.70
7	Archivists demonstrate high levels of precision and meticulousness in their work.	0	0	0	0	5	6.10	37	45.12	40	48.78	4.43
8	Archivists consistently adhere to work procedures, even under pressure.	0	0	1	1.22	10	12.20	40	48.78	31	37.81	4.23
	Personal Attributes											4.33
9	Archivists are motivated to engage in continuous learning to enhance their competence.	0	0	1	1.22	4	4.88	36	43.90	41	50.00	4.43
10	Archivists possess a strong desire to achieve the best results in their work.	0	0	0	0	4	4.88	36	43.90	42	51.22	4.46
	Motive											4.45
	Competence											4.46

Source: Processed primary data, 2026

Based on Table 1, the mean score for the competence variable is 4.46. This indicates that ANRI archivists agree that the indicators—namely knowledge, skills, self-concept, self-traits, and motives—constitute the competence variable.
The indicator contributing the highest mean score to the formation of the competence variable is self-concept. This implies that ANRI archivists hold a crucial role within the organization and bear a moral responsibility in carrying out their archival duties.

- **Organizational Support Variable (X2)**

The organizational support variable is measured using five indicators: recognition of employee contributions, concern for employee well-being, trust and job security, fair treatment, and support from supervisors. The following are the results of the descriptive analysis for the organizational support variable indicators.

Table 2: Descriptive Analysis of the Organizational Support Variable (X2)

No.	Question	1 F	1 %	2 F	2 %	3 F	3 %	4 F	4 %	5 F	5 %	Average
1	The organization rewards the work of archivists	4	4.88	6	7.32	17	20.73	41	50.00	14	17.07	3.67
2	The Archivist's contribution to the team is valued by the organization	1	1.22	4	4.88	18	21.95	46	56.10	13	15.85	3.80
	Recognition of employees' contributions											3.74
3	The organization values work-life balance	1	1.22	6	7.311	24	29.27	37	45.12	14	17.07	3.70
4	The organization provides benefits and remuneration commensurate with the archivists' workload	1	1.22	6	7.32	18	21.95	36	43.90	21	25.61	3.85
	Attention to employee well-being											3.77
5	The organization provides clarity regarding roles and responsibilities in carrying out work	0	0	5	6.10	16	19.51	39	47.56	22	26.83	3.95
6	Archivists are safe while performing their work	0	0	1	1.22	15	18.29	47	57.32	19	23.17	4.02
	Trust and a sense of security in the workplace											3.99
7	Archivists have equal opportunities for career development	1	1.22	10	12.20	12	14.63	35	42.68	24	29.27	3.87
8	The organization conducts performance evaluations objectively	1	1.22	11	13.42	20	24.39	32	39.02	18	21.95	3.67
	Fair Treatment											3.77
9	Supervisors encourage participation in training for personal development	0	0	1	1.22	13	15.85	37	45.12	31	37.81	4.20
10	Supervisors provide constructive feedback on performance	0	0	3	3.66	18	21.95	40	48.78	21	25.61	3.96
	Supervisor support											4.08
	Organizational support											3.87

Source: Processed primary data, 2026

Based on Table 2, the mean score for the organizational support variable is 3.87. This indicates that ANRI archivists tend to agree that the indicators—namely recognition of employee contributions, concern for employee well-being, trust and job security, fair treatment, and support from superiors—constitute the organizational support variable.
The indicator contributing the most significantly to the organizational support variable is "support from superiors." This implies that superiors encourage archivists to participate in training for professional development and provide constructive feedback to enhance their performance.

- **Information Technology Utilization Variable (Z)**

The information technology utilization variable is measured using three indicators: intensity of utilization, frequency of use, and the number of applications or software programs employed. The following presents the results of the descriptive analysis regarding the indicators of the information technology utilization variable.

Table 3: Descriptive Analysis of the Information Technology Utilization Variable (Z)

No.	Question	1 F	1 %	2 F	2 %	3 F	3 %	4 F	4 %	5 F	5 %	Average
1	The use of information technology can facilitate the work of archivists in carrying out their archival duties.	0	0.00	2	2.42	3	3.66	29	35.37	48	58.54	4.50
2	The involvement of archivists in the use of information technology significantly supports organizational performance.	0	0.00	2	2.44	3	3.66	32	39.02	45	54.88	4.46
	Intensity of usage											4.48
3	Archivists use information technology daily to meet required work targets.	0	0.00	2	2.44	7	8.54	32	39.02	41	50.00	4.37
4	There is interaction between archivists and management regarding the use of the SRIKANDI application.	0	0.00	3	3.66	7	8.54	31	37.81	41	50.00	4.34
	Frequency of use											4.35
5	SRIKANDI is an effective information technology for carrying out archival activities	0	0.00	4	4.88	4	4.88	40	48.78	34	41.46	4.27
6	Other information technologies can support the enhancement of archivist competencies	0	0.00	1	1.22	4	4.88	43	52.44	34	41.46	4.34
	Number of applications or software used											4.31
	Utilization of Information Technology											4.38

Source: Processed primary data, 2026

Based on Table 3, the mean value for the information technology utilization variable is 4.38. This indicates that ANRI archivists tend to strongly agree that the indicators—namely utilization intensity, utilization frequency, and the

number of applications or software programs used—constitute the information technology utilization variable.
The indicator contributing the most significantly to the formation of the information technology utilization variable is utilization intensity; this implies that archivists utilize information technology to facilitate their work outcomes, and their engagement with such technology strongly supports organizational performance.

- **Employee Performance Variable (Y)**

The employee performance variable is measured using five indicators: quality, quantity, timeliness, effectiveness of resource utilization, independence, and commitment. The following are the results of the descriptive analysis regarding the indicators of the employee performance variable.

Table 4: Descriptive Analysis of the Employee Performance Variable (Y)

No.	Question	1 F	1 %	2 F	2 %	3 F	3 %	4 F	4 %	5 F	5 %	Average
1	The archivist ensures the accuracy of data within the archives they manage.	0	0.00	1	1.22	6	7.32	32	39.02	43	52.44	4.43
2	The archivist's work receives positive feedback from supervisors and colleagues.	0	0.00	1	1.22	15	18.29	43	52.44	23	28.05	4.07
	Quality											4.25
3	Archivists complete their assigned tasks in accordance with performance targets.	0	0.00	1	1.22	1	1.22	29	35.37	51	62.20	4.59
4	The use of archival technology helps archivists meet or exceed performance targets.	0	0.00	2	2.44	6	7.32	32	39.02	42	51.22	4.39
	Quantity											4.49
5	The archivist completes work within deadlines.	0	0.00	2	2.44	6	7.32	44	53.66	30	36.59	4.24
6	The archivist demonstrates good time management in organizing work schedules.	0	0.00	2	2.439	10	12.20	45	54.88	25	30.49	4.13
	Punctuality											4.19
7	Archivists are able to utilize technology optimally in their work.	0	0.00	1	1.22	6	7.32	40	48.78	35	42.68	4.33
8	Archivists use work facilities efficiently.	0	0.00	0	0.00	6	7.32	48	58.54	28	34.15	4.27
	Effective Use of Resources											4.30
9	Archivists are able to complete tasks without relying on others.	0	0.00	2	2.44	12	14.64	44	53.66	24	29.27	4.10
10	Archivists take the initiative in completing work.	0	0.00	0	0.00	8	9.76	48	58.54	26	31.71	4.22
	Independent											4.16
11	The archivist demonstrates a high level of dedication to the work.	0	0.00	0	0.00	11	13.42	41	50.00	30	36.59	4.23
12	The archivist upholds integrity in every work-related action.	0	0.00	0	0.00	9	10.98	33	40.24	40	48.78	4.38
	Commitment											4.31
	Employee Performance											4.28

Source: Processed primary data, 2026

Based on Table 4. The average value of the employee performance variable is 4.28. This shows that Ariparis ANRI agrees that the indicators, namely quality, quantity, timeliness, effectiveness of resource use, independence, and commitment, are used to form employee performance variables.
The indicator that provides the dominant average value for the formation of employee performance variables is the quantity indicator. This means that archivists complete the tasks they are responsible for according to performance targets, and the use of technology helps archivists increase performance targets.

2. Path Analysis

To test the influence of mediating variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis. According to Ghozali (2006: 210), path analysis is the use of regression analysis to estimate causal relationships (causal models) between variables that have been previously determined based on theory. In this research, to test the influence of mediating variables, path analysis was used.

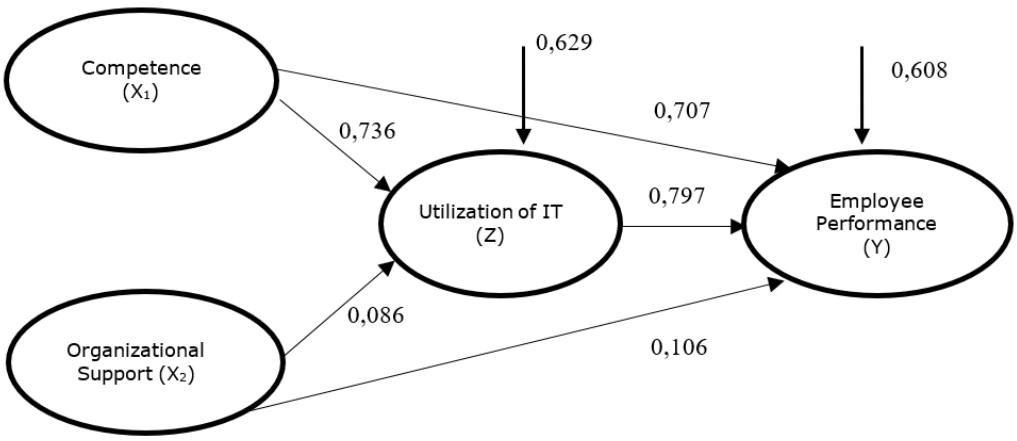


Fig 1: Path Analysis Model Results

Hypothesis Testing

Table 5: Hypothesis Test Results

Hip.	Exogenous	Mediation	Endogenous	Direct	Indirect	Total	T Value	Sig. Value	Hip Results
H1	Competence	Use of IT	–	0.736	–	–	9.319	0.000	Proven
H2	Organizational Support	Use of IT	–	0.086	–	–	1.084	0.282	Not proven
H3	Competence	–	Employee Performance	0.707	–	–	9.271	0.000	Proven
H4	Organizational Support	–	Employee Performance	0.106	–	–	2.151	0.035	Proven
H5	Use of IT	–	Employee Performance	0.797	–	–	11.820	0.000	Proven
H6	Competence	Use of IT	Employee Performance	–	0.736 × 0.797 = 0.587	0.707 + 0.587 = 1.294	–	–	Not proven
H7	Organizational Support	Use of IT	Employee Performance	–	0.086 × 0.797 = 0.069	0.106 + 0.069 = 0.175	–	–	Not proven

Note: t-table = 1.664
Source: Processed primary data, 2026

Based on the path analysis results shown in Figure 1 and Table 5, the findings are explained as follows:

- **The effect of competence on information technology utilization**

The t-test results for the competence variable yielded a calculated t-value of 9.319 and a t-table value of 1.664. This indicates that the calculated t-value exceeds the t-table value (9.319 > 1.664) and the significance value is 0.001 (< 0.05); consequently, H0 is rejected and H1 is accepted. This leads to the conclusion that competence has a positive and significant effect on information technology utilization. Thus, the first hypothesis is supported and proven.

- **The effect of organizational support on information technology utilization**

The t-test results for the organizational support variable yielded a calculated t-value of 1.084 and a t-table value of 1.664. This indicates that the calculated t-value is lower than the t-table value (1.084 < 1.664) and the significance value is 0.282 (> 0.05); consequently, H0 is accepted and H1 is rejected. This leads to the conclusion that organizational support does not have a positive and significant effect on information technology utilization. Thus, the second hypothesis is neither supported nor proven.

- **The effect of competence on the performance of archivist employees**

The t-test results for the competence variable yielded a calculated t-value of 9.271 and a t-table value of 1.664. This indicates that the calculated t-value exceeds the t-table value (9.271 > 1.664) and the significance value is 0.000 (< 0.05); consequently, H0 is rejected and H1 is accepted. This leads to the conclusion that competence has a positive and significant effect on employee performance. Thus, the third hypothesis is supported and proven.

- **The effect of organizational support on the performance of archivist employees**

The t-test results for the organizational support variable yielded a calculated t-value of 5.441 and a t-table value of 1.664. This indicates that t-calculated > t-table (5.441 > 1.664) and the significance value is 0.035 < 0.05, meaning H0 is rejected and H1 is accepted. This leads to the conclusion that organizational support has a positive and significant effect on the performance of archivist employees. Thus, the fourth hypothesis is tested and proven.

- **The effect of information technology utilization on the performance of archivist employees**

The t-test results for the information technology utilization variable yielded a t-calculated value of 11.820 and a t-table value of 1.664. This indicates that t-calculated > t-table (11.820 > 1.664) and the significance value is 0.000 < 0.05, meaning H0 is rejected and H1 is accepted. This leads to the conclusion that information technology utilization has a positive and significant effect on the performance of archivist employees. Thus, the fifth hypothesis is tested and proven.

- **The effect of competence on employee performance through information technology utilization**

X1 → Z → Y = (ρzx1) x (ρyz) = 0.736 x 0.797 = 0.587

For the competence variable, the indirect effect value was obtained by multiplying the path coefficient ρzx1 by the path coefficient ρyz. The multiplication result shows that the indirect effect coefficient (0.587) is smaller than the direct effect coefficient (0.736). This indicates that information technology utilization cannot mediate the effect of competence on the performance of archivist employees. Thus, the sixth hypothesis is not proven and not supported.

- **The influence of organizational support on employee performance through the utilization of information technology**

X2 → Z → Y = (ρzx2) x (ρyz) = 0.086 x 0.797 = 0.069

For the organizational support variable, the indirect effect value was obtained by multiplying the path coefficient ρzx2 by the path coefficient ρyz. The calculation results show that the indirect effect coefficient (0.069) is smaller than the direct effect coefficient (0.106). This indicates that the utilization of information technology does not mediate the influence on employee performance. Consequently, the seventh hypothesis is not supported.

Discussion

1. The Influence of Competence on Information Technology Utilization at the National Archives of the Republic of Indonesia (ANRI)

Based on the descriptive analysis of the competence variable, nearly all ANRI respondents strongly agreed that the indicators of knowledge, skills, self-concept, traits, and motives constitute the competence variable. The indicator contributing the highest average value to the formation of the competence variable was self-concept. This implies that ANRI archivists perform tasks of great importance to the organization and bear a moral responsibility in carrying out their archival duties.

Based on the descriptive analysis of the information technology utilization variable, ANRI archivists tended to strongly agree that the indicators—namely intensity of utilization, frequency of utilization, and the number of applications or software programs used—constitute the information technology utilization variable. The indicator contributing the highest average value to the formation of this variable was the intensity of utilization. This indicates that archivists utilize information technology to facilitate their work, and their engagement with such technology significantly supports organizational performance.

Regression analysis results indicate that competence enhances employee performance regarding information technology utilization. These findings align with previous research conducted by Suryani *et al*. (2021) [19], Adhim and Suherman (2024) [1], and Puspita R.I. *et al*. (2023) [14].

2. The Influence of Organizational Support on Information Technology Utilization at the National Archives of the Republic of Indonesia (ANRI)

Based on the descriptive analysis of the organizational support variable, ANRI archivists generally agree that indicators such as recognition of employee contributions, concern for employee well-being, trust and job security, fair treatment, and support from superiors constitute the organizational support variable. The indicator contributing the highest mean value to the formation of the organizational support variable is "support from superiors." This implies that superiors encourage archivists to attend training for self-development and provide constructive feedback to enhance their performance.

Based on the descriptive analysis of the information technology utilization variable, ANRI archivists tend to strongly agree that indicators—specifically utilization intensity, utilization frequency, and the number of applications or software programs used—constitute the information technology utilization variable. The indicator contributing the highest mean value to the formation of this variable is "utilization intensity." This indicates that archivists employ information technology to facilitate their work, and their engagement with such technology significantly supports organizational performance.

These findings should be interpreted through the lens of Organizational Support Theory, which posits that perceived organizational support shapes the perception that the organization values employee contributions and cares about their well-being, ultimately fostering positive work attitudes and behaviors. However, this study did not find evidence that organizational support directly influences information technology utilization. This may be because information technology utilization within ANRI has become an integral part of the system and the inherent requirements of the archivist's role. Consequently, technology usage does not depend solely on the presence or absence of organizational support but is instead driven by job requirements and the archivists' own proficiency in using the technology.

Empirical evidence from the study also reveals that the archivists' perception of organizational support is generally positive. This indicates that archivists do perceive organizational support, particularly in the form of leadership support, opportunities for training, and the provision of feedback. However, such support has not directly increased the utilization of information technology. The results regarding the first hypothesis—showing that competence has a positive and significant effect on information technology utilization—indicate that individual capabilities are more closely linked to technology usage behavior than to perceived organizational support.

Thus, the finding that organizational support does not significantly influence information technology utilization does not imply that such support is unimportant; rather, it suggests that organizational support likely exerts influence through other mechanisms, such as enhancing motivation, developing competence, and creating work conditions that facilitate performance. In the context of ANRI, information technology has become an integral part of work execution; consequently, the factors that more decisively determine the optimization of its use are the competence of archivists and job demands. These findings indicate that organizational support should be directed not only toward providing technological facilities but also toward strengthening the competence and capabilities of archivists in leveraging technology to support the performance of their duties.

Regression analysis results indicate that organizational support does not significantly increase information technology utilization. These findings differ from those of previous studies conducted by Aldi *et al*. (2024) [2], Nurhaerah (2023) [13], and Sapta *et al*. (2020).

3. The Influence of Competence on the Performance of Archivists at the National Archives of the Republic of Indonesia (ANRI)

Based on the descriptive analysis of the competence variable, ANRI archivists tend to strongly agree that the indicators of knowledge, skills, self-concept, traits, and motives constitute the competence variable. The indicator contributing the highest average value to the formation of the competence variable is self-concept. This implies that ANRI archivists hold a crucial role within the organization and bear a moral responsibility in executing their archival duties.

Based on the descriptive analysis of the employee performance variable, ANRI archivists agree that the indicators—namely quality, quantity, timeliness, effectiveness of resource utilization, independence, and commitment—constitute the employee performance variable. The indicator contributing the highest average value to the formation of the employee performance variable is quantity. This indicates that archivists complete their assigned tasks in accordance with performance targets, and the utilization of technology assists them in meeting these targets. Regression analysis results indicate that competence enhances the performance of ANRI archivists. These findings align with previous research conducted by Suryani *et al*. (2021) [19], Puspita R.I. *et al*. (2023) [14], and Nurhaerah (2023) [13].

4. The Influence of Organizational Support on the Performance of Archivists at the National Archives of the Republic of Indonesia (ANRI)

Based on the descriptive analysis of the organizational support variable, nearly all ANRI respondents tend to agree that the indicators—recognition of employee contributions, concern for employee well-being, trust and job security, fair treatment, and support from superiors—constitute the organizational support variable. The indicator contributing the highest average value to the formation of the organizational support variable is support from superiors. This implies that superiors encourage archivists to participate in training for self-development and provide constructive feedback to improve their performance. Based on the descriptive analysis of the employee performance variable, ANRI archivists acknowledge the indicators used to define this variable: quality, quantity, timeliness, effectiveness of resource utilization, independence, and commitment. The quantity indicator emerged as the dominant factor contributing to the employee performance variable. This implies that archivists complete their assigned tasks in accordance with performance targets, and the utilization of technology assists them in meeting these targets. The regression analysis results indicate that organizational support enhances the performance of ANRI archivists. These findings align with previous studies conducted by Aldi *et al*. (2024) [2], Nurhaerah (2023) [13], and Sapta *et al*. (2020).

5. The Influence of Information Technology Utilization on the Performance of Archivists at the National Archives of the Republic of Indonesia (ANRI)

The descriptive analysis results regarding the information technology utilization variable indicate that ANRI archivists tend to strongly agree that the indicators—namely utilization intensity, utilization frequency, and the number of applications or software used—constitute the information technology utilization variable. The indicator contributing the most significantly (dominant mean value) to the formation of the information technology utilization variable is utilization intensity. This implies that archivists employ information technology to facilitate their work, and their engagement with such technology strongly supports organizational performance.

Based on the descriptive analysis of the employee performance variable, ANRI archivists agree that the indicators—quality, quantity, timeliness, resource utilization effectiveness, independence, and commitment—constitute the employee performance variable. The indicator contributing the most significantly to the formation of the employee performance variable is quantity. This indicates that archivists complete their assigned tasks in accordance with performance targets, and the use of technology assists them in meeting or exceeding these targets.

Regression analysis results demonstrate that the utilization of information technology enhances the performance of ANRI archivists. These findings align with previous research conducted by Suryani *et al*. (2021) [19], Adhim and Suherman (2024) [1], Puspita R.I. *et al*. (2023) [14], Hartawan I.G.D. *et al*. (2021), Aldi *et al*. (2024) [2], Nurhaerah (2023) [13], and Sapta *et al*. (2020).

6. The Influence of Competency on the Performance of Archivist Employees at the National Archives of the Republic of Indonesia Through the Use of Information Technology

Based on the results of the descriptive analysis of the competency variable, ANRI archivists tend to strongly agree that the indicators of knowledge, skills, self-concept, personal characteristics and motives form the competency variable. The indicator that provides the dominant average value for the formation of the competency variable is the self-concept indicator. This means that ANRI archivists have very important duties for the organization and have a moral responsibility in carrying out these archival duties.

Based on the results of descriptive analysis on information technology utilization variables, Ariparis ANRI tends to strongly agree that the indicators, namely utilization intensity, utilization frequency, and number of applications or software used, form information technology utilization variables. The indicator that provides the dominant average value for the formation of information technology utilization variables is the utilization intensity indicator. This means that archivists in carrying out archival duties use information technology which can facilitate the work of archivists, and the involvement of archivists in the use of information technology really supports organizational performance.

Based on the results of descriptive analysis on employee performance variables, Ariparis ANRI agrees that the indicators, namely quality, quantity, timeliness, effectiveness of resource use, independence, and commitment, are used to form employee performance variables. The indicator that provides the dominant average value for the formation of employee performance variables is the quantity indicator. This means that archivists complete the tasks they are responsible for according to performance targets and the use of technology helps archivists increase performance targets.

Based on the results of testing the sixth hypothesis, the use of information technology is not proven to mediate the influence of competence on the performance of archivist employees in the National Archives of the Republic of Indonesia, indicating that the contribution of competence to performance is stronger through direct influence than through the use of information technology.

This finding can be explained through Spencer and Spencer's competency theory which views competence as a characteristic inherent in an individual, which includes knowledge, skills, self-concept, self-characteristics, and motives. These competencies enable individuals to carry out work effectively because employees not only have technical abilities, but also understanding, confidence, character and motivation that support the implementation of tasks. In this research, the self-concept indicator is the dominant indicator of the competency variable. This shows that the ability of archivists to understand their professional roles and responsibilities can directly support performance achievement.

Empirical conditions within ANRI show that archivists not only need the ability to use technology, but also need substantive competence in carrying out archival work. Information technology, including systems used in archival work processes, functions as a means to help work become faster, more effective and documented. However, this

technology does not replace the archivist's professional ability to understand the substance of the work, make decisions, solve problems, and carry out tasks in accordance with archival regulations. Therefore, archivists who have high competence can still produce good performance because their competence has a direct influence on the implementation of work.

The research results also show that the use of information technology itself has a positive and significant effect on the performance of archivists. Thus, the lack of proven mediation function does not mean that information technology is not important for performance. Technology remains an instrument that supports work effectiveness, but in the relationship between competence and performance, technology has not yet become the main mechanism that bridges these two variables. In archivist work conditions at ANRI, competence is the main capital inherent in individuals, while technology acts as a supporting instrument to optimize the application of these competencies.

Thus, the results of the sixth hypothesis indicate that improving the performance of archivists is more appropriate by strengthening the substantive and professional competence of archivists, then supported by optimal use of information technology. These findings show that digital transformation does not reduce the importance of archivist competencies, but instead requires stronger competencies so that available technology can be utilized effectively in carrying out work.

Based on the results of path analysis, the use of information technology does not mediate the effect competence regarding the performance of ANRI archivists. The results of this study are inconsistent with previous research conducted by Suryani *et al*. (2021) [19], Puspita R.I. *et al*. (2023) [14], and Nurhaerah (2023) [13]. This warrants further research.

7. The Influence of Organizational Support on the Performance of Archivists at the National Archives of the Republic of Indonesia (ANRI) Mediated by Information Technology Utilization

Based on the descriptive analysis of the organizational support variable, nearly all ANRI respondents tended to agree that indicators such as recognition of employee contributions, concern for employee well-being, trust and job security, fair treatment, and support from superiors constitute the organizational support variable. The indicator contributing the highest average value to the formation of the organizational support variable was "support from superiors." This implies that superiors encourage archivists to attend training for self-development and provide constructive feedback to enhance their performance.

Descriptive analysis results for the information technology utilization variable indicate that ANRI archivists tended to strongly agree that indicators—specifically utilization intensity, utilization frequency, and the number of applications or software programs used—constitute the information technology utilization variable. The indicator contributing the highest average value to the formation of this variable was "utilization intensity." This means that archivists utilize information technology to facilitate their work, and their engagement with such technology significantly supports organizational performance.

Based on the descriptive analysis of the employee performance variable, ANRI archivists agreed that indicators such as quality, quantity, timeliness, effective resource utilization, independence, and commitment constitute the employee performance variable. The indicator contributing the highest average value to the formation of this variable was "quantity." This implies that archivists complete their assigned tasks in accordance with performance targets, and the use of technology assists them in meeting or exceeding these targets.

Based on the results of the seventh hypothesis test, information technology utilization was not proven to mediate the influence of organizational support on the performance of archivists at the National Archives of the Republic of Indonesia. These results indicate that information technology utilization has not yet become a primary pathway bridging the influence of organizational support on archivist performance. These findings can be explained by Organizational Support Theory, which posits that organizational support perceived by employees fosters positive perceptions of the organization and subsequently drives improved work attitudes, motivation, and behavior. In the context of this study, the impact of organizational support on performance is more evident through direct mechanisms rather than through the utilization of information technology. Support from supervisors, attention to employee needs, training opportunities, the provision of rewards, and feedback can motivate archivists to perform their duties more effectively without first needing to increase the intensity of information technology usage.

This finding aligns with research indicating that supervisor support is the most dominant indicator within the organizational support variable. Leadership support provides role clarity, encourages skill enhancement, and offers feedback on task performance. Consequently, organizational support can boost performance by fostering a more conducive work environment and increasing employee motivation. However, since the use of information technology is an inherent requirement of an archivist's job, increased organizational support does not automatically lead to greater technology utilization.

The result regarding the second hypothesis—showing that organizational support has no significant effect on information technology utilization—further explains why the seventh hypothesis was not supported. Although information technology utilization was found to have a significant positive impact on performance, it could not serve as a strong mediating pathway because organizational support did not significantly influence technology utilization. In other words, while information technology is crucial for enhancing archivists' performance, its use is not primarily driven by organizational support; rather, it depends more on job requirements and the archivists' own proficiency in using the technology.

Thus, the findings regarding the seventh hypothesis suggest that organizational support within ANRI is best understood as a factor that directly fosters conditions conducive to performance, whereas information technology serves as a tool enabling archivists to perform their duties more effectively. Therefore, improving archivists' performance requires more than just providing technology; it necessitates tangible organizational support through competency development, leadership backing, feedback mechanisms, and the creation of a supportive work environment.

Path analysis results indicate that information technology utilization does not mediate the relationship between organizational support and the performance of ANRI

archivists. This finding differs from those of previous studies conducted by Aldi *et al*. (2024) [2], Nurhaerah (2023) [13], and Sapta *et al*. (2020).

Conclusion

Based on the research findings regarding "The Role of Competence and Organizational Support in Improving the Performance of Archivists Through the Utilization of Information Technology at the National Archives of the Republic of Indonesia (ANRI)," the following conclusions can be drawn:

Regression analysis indicates that:

1. Competence has a positive and significant effect on the utilization of information technology at ANRI. Thus, the first hypothesis is supported and proven.
2. Organizational support does not have a positive or significant effect on the utilization of information technology at ANRI. Thus, the second hypothesis is not supported or proven.
3. Competence has a positive and significant effect on the performance of ANRI archivists. Thus, the third hypothesis is supported and proven.
4. Organizational support has a positive and significant effect on the performance of ANRI archivists. Thus, the fourth hypothesis is supported and proven.
5. The utilization of information technology has a positive and significant effect on the performance of ANRI archivists. Thus, the fifth hypothesis is supported and proven.
6. The utilization of information technology does not mediate the effect of competence on the performance of archivists. Thus, the sixth hypothesis is not supported or proven.
7. The utilization of information technology does not mediate the effect of organizational support on the performance of archivists. Thus, the seventh hypothesis is not supported or proven.

Descriptive analysis indicates the following:

1. Regarding the competence variable, ANRI archivists tend to strongly agree that the indicators of knowledge, skills, self-concept, self-traits, and motives constitute the competence variable. The indicator contributing the dominant mean value to the formation of the competence variable is self-concept. This implies that ANRI archivists perform tasks of great importance to the organization and bear a moral responsibility in executing their archival duties.
2. Regarding the information technology utilization variable, ANRI archivists tend to strongly agree that the indicators—namely intensity of use, frequency of use, and the number of applications or software programs utilized—constitute the information technology utilization variable. The indicator contributing the dominant mean value to the formation of this variable is the intensity of use. This implies that archivists utilize information technology to facilitate their work, and their engagement with such technology significantly supports organizational performance.
3. Regarding the ANRI archivist performance variable, there is agreement that the indicators—namely quality, quantity, timeliness, effectiveness of resource utilization, independence, and commitment—constitute the employee performance variable. The indicator contributing the dominant mean value to the formation of the performance variable is quantity. This implies that archivists complete their assigned tasks in accordance with performance targets, and the use of technology assists them in meeting or exceeding these targets.
4. Regarding the ANRI archivist performance variable, there is agreement that the indicators—namely quality, quantity, timeliness, effectiveness of resource utilization, independence, and commitment—constitute the employee performance variable. The indicator that contributes the most significantly to the formation of the employee performance variable is the "quantity" indicator; this implies that archivists complete their assigned tasks in accordance with performance targets, and the utilization of technology assists them in meeting or exceeding these targets.

Recommendations

Based on the research findings regarding "The Role of Competence and Organizational Support in Enhancing Archivist Performance Through Information Technology Utilization at the National Archives of the Republic of Indonesia (ANRI)," the following recommendations are offered:

1. It is hoped that this research will contribute to the development of human resource management—specifically regarding the management of archival personnel (archivists)—in the digital era.
2. To provide strategic recommendations for planning competence development programs and formulating institutional policies that support the optimization of information technology to enhance archivist performance.
3. To serve as a basis for formulating national policies regarding the quality improvement of the archivist functional role and digital transformation in the archival sector, aligning with the implementation of the Electronic-Based Government System (SPBE) and bureaucratic reform.
4. The research findings are expected to contribute to the advancement of knowledge, insights, and experience in the field of human resource management, particularly concerning theories of competence, organizational support, information technology utilization, and performance.
5. The research findings are expected to offer managerial implications for ANRI regarding the enhancement of competence and organizational support to improve both individual archivist performance and overall organizational performance, with a focus on the following aspects:

- **Competence**

ANRI leadership should focus on the "self-concept" indicator by paying attention to the work outcomes of archivists and consistently reminding them to adhere to established procedures. Archivists are expected to perform their duties meticulously and carefully, following all relevant procedures. The organization should continuously enhance archivist competence through structured and sustainable development programs—including digital archiving education and training, professional certification, workshops, knowledge sharing, and technology-based self-learning.

- **Organizational Support**

ANRI leadership and the organization should focus on the indicator regarding the recognition of employee contributions. The organization is expected to acknowledge archivists' work in supporting organizational performance—such as through performance awards or recognition of their contributions to team activities. This recognition can be conveyed by immediate supervisors during performance evaluations (whether periodic or annual), thereby fostering well-being through career development and rewards for achievement.

- **Information Technology Utilization**

ANRI leadership should focus on the indicator regarding the number of applications or software tools used in archiving activities. Given that SRIKANDI is an effective information technology tool, the organization should conduct periodic training on its use—aligned with feature updates—to accelerate archiving workflows. Similarly, periodic outreach and training should be conducted for other information technologies that support the enhancement of archivist competence.

- **Archivist Performance**

ANRI leadership and archivists should focus on the indicator of autonomy. Archivists are expected to complete tasks independently—adhering to standards and procedures—and to take the initiative in determining how to complete work quickly and accurately. ANRI leadership should strengthen the performance management system to measure not only quantitative work output but also the archivists' contributions to supporting governance, digital transformation, the Electronic-Based Government System (SPBE), public information transparency, and national archiving oversight. Consequently, the performance of archivists is evaluated not only based on the completion of routine tasks but also on their contribution to creating added value for the organization.

This study examines the influence of competence, organizational support, and information technology utilization on the performance of archivists. Specifically, the research focuses on the role of information technology utilization as a mediating variable between competence and organizational support and the performance of archivists.

The findings indicate that organizational support does not positively impact information technology utilization; furthermore, information technology utilization does not function as an intervening variable, as it was not proven to mediate the effects of competence and organizational support on archivist performance. Future research should expand upon these findings by incorporating additional variables—such as leadership, work motivation, organizational culture, organizational commitment, job satisfaction, and employee engagement—to further analyze their impact on archivist performance. The results of this study cannot be generalized due to the specific sample size and research subjects involved.

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