



## Relationship Analysis of Employee Human Resources Quality and National Achievement Center Service Performance in the Era of Industrial Revolution 4.0

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**ABSTRACT:** As a company, Puspresnas always works to give the Minister of Education, Culture, Research, and Technology the best advice and technical support possible. The achievement of exceptional and maximum service to students and educational institutions throughout Indonesia is the Puspresnas' vision for the future. Human resources that can adapt and are proficient in using technology in the workplace are needed in the age of the fourth industrial revolution. This study attempts to examine the relationship between employee service performance in terms of competence, adaptation, and skills. This study employs a quantitative methodology and questionnaires to collect data from Puspresnas personnel. According to the findings, the coefficient value for the constant is not significant, and the constant values for the Competence, Adaptation, and Skills variables are, respectively, 0.416, 0.354, and 0.224. The three independent factors have a positive effect on employee service performance, as shown by the regression equation for service performance above. According to the study's findings, enhancing competence, adaptability, and abilities can improve employee service performance. According to the study's findings, employees' competence, adaptability, and talents were highly correlated with how well they provided customer service at Puspresnas during the Industrial Revolution 4.0. Employees must get recurrent training as we transition to an entirely digital era so they can keep up with the ever-increasing pace of technological advancement.

**Keywords:** Digital Training, Human Resources, Skills Competence, Employee Adaptation, National Achievement



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## INTRODUCTION

The performance of employees in newly formed institutions is a major concern when there are many services that must be carried out from the level of education elementary, education secondary, special education and educational levels tall. Services that are less than optimal are thought to be related to the various educational backgrounds of employees and then made into the same institution and serve educational units and students in terms of achievement

management. In ([Suhartini, 2015](#)) concerning the influence of employee skills, abilities and knowledge on employee performance, the results show that the variables of skills, knowledge and abilities have a positive and significant impact on employee performance, the higher and better the skills, knowledge and abilities of employees, the employee performance will increase. In ([Kristianto, 2021](#)) argued that employees are an important resource for the organization because employees have the creativity and energy needed to achieve organizational goals.

Because education has a responsibility to prepare human resources (HR) for the development of the country and state, education is a very important human need. ([Pradana, 2020](#)). According to ([Astuti, 2019](#)) Every human being has a responsibility to acquire education in order to fulfill their duties and work toward improving their lives through increased knowledge and experience. One method of enhancing human intellect is through education, which allows a person to better his or her quality of life ([Saleh, 2020](#)). It is envisaged that education would be able to address all contemporary concerns and create national generations, resulting in citizens who are dependable, of the highest caliber, with strong personalities, distinct identities, and the capacity to handle both immediate and long-term issues ([Azhar, 2018](#)). The two fundamental factors that determine one's social standing in a community are education and skill ([Lubis, 2019](#)).

Since the rapid development of technology throughout the world, Indonesia is one of the countries that is challenged to adapt in an all-technological era (industrial revolution 4.0) and it is hoped that employees will have skills, adaptation and competition that are capable of accepting current conditions, institutions or organizations that are not ready to adapt Under these conditions, the performance of employees in institutions or organizations will decrease and the other impact is that the community's evaluation of the services received will also decrease. The National Achievement Center is an institution that manages and creates Indonesia's top talents from the basic education level to higher education and special education. ([Sugiharto, 2020](#)) claims that education is one of the efforts made to increase human intelligence, allowing a person to better his quality of life. Education is therefore increasingly becoming a crucial component to take into account in order to provide the greatest quality human resources. According to ([Werdhiastutie, 2020](#)), the process of changing the human resources that are a part of an organization from one scenario to another is what constitutes the development of human resources. This process is better to prepare for a future duty in accomplishing organizational goals.

The family is the first and most crucial setting for kids to begin interacting with others. From this point on, the youngster learns about love, acquires a variety of life skills, develops good habits, and understands that his actions have consequences, all of which are beneficial for the rest of his growth as a person ([Nur'ani and Ridwan, 2017](#)). According to ([Kariono, 2021](#)), if the community is not given the chance to take part in the development project's construction, it is impossible to determine whether the project is intended to strengthen or build the community. In terms of improving the welfare of certain Indonesians and continuing the trend of fewer people living in poverty, the government's many policies and development initiatives have produced a lot of positive results thus far ([Badaruddin, 2021](#)). According to ([Muda, 2020](#)) the residents' perspective on breaching the customary order is that doing so implies going against the counsel of their ancestors, which also means going against the wishes of the local community. Of course, it can be discussed or excluded from the community if it conflicts with the wishes of the immediate neighborhood. ([Sitompul, 2020](#)) states speakers in the custom program are boys, women can only hear, even as a symbolic woman is told to betray so as not to fuss and intervene in traditional speakers.

Employee performance has been carried out in various variables according to the situation of the research location which aims to analyze the effect of variable X on employee service performance (Y). In the new institution the National Achievement Center the variables skills, adaptation and competence are important variables to analyze, this relates to the service performance of newly formed employees and has employees who come from different work units and do not even know the job field at all will be done at the National Achievement Center institution. According to ([Rusmiati, 2017](#)) in her research, found that if they are supported by staff who are knowledgeable in their disciplines, organizations or institutions would grow and be able to thrive in a competitive climate. Employee competencies consisting of knowledge, skills and attitudes as well as adjustments (adaptation) to the field of work required by the organization, so as to produce outstanding employee performance.

Previous research by ([Wicaksono, 2011](#)), ([Tetuko, 2019](#)), ([Sarira, 2015](#)), ([Robbi, H. E., & Nurbiah, 2020](#)). This study has similarities to measure research variables on employee performance. The difference in this study is to develop variables and relate them to developments in the all-technology era carried out in newly formed service institutions at the level of basic education, secondary education and higher education in the field of achievement.

## **METHOD**

This research using primary data obtained directly from the questionnaire form and making direct observations of the variables measured to analyze employee performance that is influenced by competence, adaptation and employee skills in the Achievement Center environment National, Ministry Education, Culture, Research and Technology.

This research is research quantitative with the object of research is competence, adaptation and employee skills on employee service performance. Research time is February-July 2022 at the Ministry Office Education, Culture, Research and Technology, Republic of Indonesia, and Central Jakarta.

Technique data collection using a questionnaire by providing written statements with the aim of obtaining information from respondents regarding their personal experiences, situations at work or all the things they know. The sample questionnaire in this study used a technique probability sampling sample. Number of respondents in this study was 55 employee. Questionnaire result data were processed with the help of the SPSS 16.0 application.

## **RESULT AND DISCUSSION**

### **Description of Respondents by Type Sex**

The description of the first respondent is the gender of Puspresnas employee respondents, Ministry of Education, Culture, Research and Technology, Republic of Indonesia. The following gives the results of the analysis of the respondent's description by gender:

Table 1. Respondent recapitulation results based on gender

<b>Gender</b>	<b>Amount</b>	<b>Percentage</b>
<b>Woman</b>	26	47%
<b>Man</b>	29	53%
<b>Total</b>	55	100%

Based on the results of the analysis contained in table 1 obtained information that as many as 26 employees or 47% of the respondents were female and 29 employees or 53% were male employees. Gender or gender will affect performance in an institution or company. In accordance with the results of (Ayu, 2018) which states that gender has a significant influence on employee performance.

### **Description of Respondents by Age**

The next respondent criterion is the age of the central employee respondent National Achievement, Ministry of Education, Culture, Research and Technology, Republic of Indonesia. Following are the results of the analysis of the description of the respondents based on age:

Table 2. Respondent recapitulation results based on age

<b>Age</b>	<b>Amount</b>	<b>Percentage</b>
<b>20-29 Year</b>	20	36.3%
<b>30-39 Year</b>	25	45.4%
<b>40-49 Year</b>	8	14.5 %
<b>50-59 Year</b>	2	3.6 %
<b>Total</b>	55	100%

Based on the results of the analysis in Table 2, information was obtained that there were 20 people or 36.3% of respondents aged 20-29 years, then as many as 25 people or 45.4% of respondents aged 30-39 years, then there were 8 people or 15.5% of respondents were aged 40-49 years, and there were only 2 people or 3.6% of respondents aged 50-59 years. Thus it can be seen that employees at the National Achievement Center are more dominated by those who are young. It can be concluded that the age level belonging to young, employees can carry out and complete the work that has been given in a timely manner and with maximum results.

### **Description of Respondents by Education Final**

The next respondent criterion is the last education of the central employee respondent National Achievement, Ministry of Education and Culture, Republic of Indonesia. The following gives the results of the analysis of the respondent's description based on education final.

Table 3. Results of recapitulation of respondents based on the last level of education

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Education	Amount	Percentage
SENIOR HIGH SCHOOL	6	11 %
D3	7	13 %
D4/S1	34	62 %
S2	8	15 %
Total	55	100%

Based on the results of the analysis contained in Table 3, information was obtained that as many as 6 employees or 11% of respondents had high school education, then as many as 7 employees or 13% of respondents had D3 education, then there were 34 people or 62% of respondents had D4/S1 education, and there were as many as 8 employees or 15% of respondents with a Masters degree.

### Research Instrument Testing

#### 1. Validity Testing

*Validity test Skill Variable*

Table 4. Skills Variable Validity Test Results

Skills Variable Validity Test (X1)			
grain	Calculated r value	Significance Value	Information
X1.1	0.803	0.000	Valid
X1.2	0.774	0.000	Valid
X1.3	0.762	0.000	Valid
X1.4	0.793	0.000	Valid
X1.5	0.761	0.000	Valid
X1.6	0.736	0.000	Valid
Total	55	100%	

Description X1.1= statement number one X1.2= statement number two etc (attached statement)

Based on Table 4 above obtains information that all statement instrument items in the Skills Variable have a correlation value of r count greater than the r table, the limit value of r-table used is 0.266 for a total sample of 55 samples. In this analysis also obtained value statement significance  $<0.05$  so it can be concluded that all statement instruments on the skill variable are valid. According to (Ghozali, 2012) the instrument is said to be valid if correlation value is positive and the probability correlation value has a level of  $<0.05$ .

Skill is the capacity to carry out work accurately, precisely and efficiently on time. This understanding can tend to the activity psychomotor. Skills can also be said as activities that require practice or can be interpreted as implication of activity ([Saepulloh, 2018](#)).

*Validity test Competency Variables*

Table 5. Validity Test Results Competency Variables

<b>Skills Variable Validity Test (X2)</b>			
<b>grain</b>	<b>Calculated r value</b>	<b>Significance Value</b>	<b>Information</b>
<b>X2.1</b>	0.729	0.000	Valid
<b>X2.2</b>	0.692	0.000	Valid
<b>X2.3</b>	0.716	0.000	Valid
<b>X2.4</b>	0.521	0.000	Valid
<b>X2.5</b>	0.783	0.000	Valid
<b>X2.6</b>	0.670	0.000	Valid

Description X1.1 = statement number one X1.2 = statement number two etc. (statement attached)

Based on table 5, information is obtained that all statement instrument items on Competency Variables have results the correlation value of r count is greater than r table (0.266), whereas according to the significance of all the significance values of statement items <0.05 so that it can be interpreted that all instruments on Competency Variables are valid. According to ([Ghozali, 2012](#)) an instrument is said to be valid if the value the correlation is positive and the correlation probability value has a level of <0.05.

Apart from skills other factors that play an important role in improve employee performance are, competency, someone who has high competence of course will able to finish various jobs properly and correctly assigned to employees. Various experts argue that competence is synonymous with a person or employee who has a better, more consistent and more level of performance effective when compared to employees or HR who have standard performance is not even have competence at all in doing his job ([Saputra, 2020](#)).

*Adaptation Variable Validity Test*

Table 6. Results of the Adaptation Variable Validity Test

<b>Skills Variable Validity Test (X3)</b>			
<b>grain</b>	<b>Calculated r value</b>	<b>Significance Value</b>	<b>Information</b>
<b>X3.1</b>	0.611	0.000	Valid
<b>X3.2</b>	0.787	0.000	Valid

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<b>X3.3</b>	0.735	0.000	Valid
<b>X3.4</b>	0.663	0.000	Valid
<b>X3.5</b>	0.597	0.000	Valid
<b>X3.6</b>	0.622	0.000	Valid

Based on table 6, information is obtained that all statement instrument items in the Adaptation Variable have results the correlation value of  $r$  count is greater than  $r$  table (0.266), whereas according to the significance of all the significance values of statement items  $<0.05$  which means that all statement instruments given to respondents with adaptation variables are valid.

### *Test the Validity of Service Performance Variables*

Table 7. Results Service Performance Variable Validity

<b>Skills Variable Validity Test (Y)</b>			
<b>grain</b>	<b>Calculated r value</b>	<b>Significance Value</b>	<b>Information</b>
<b>Y 1</b>	0.802	0.000	Valid
<b>Y 2</b>	0.564	0.000	Valid
<b>Y 3</b>	0.706	0.000	Valid
<b>Y 4</b>	0.705	0.000	Valid
<b>Y 5</b>	0.724	0.000	Valid
<b>Y 6</b>	0.675	0.000	Valid

Based on table 7 above, information is obtained that all statement instrument items on service performance variables have a correlation value of  $r$  count greater than  $r$  table (0.266), whereas according to the significance of all statement item significance values  $<0.05$  so can mean that all statement instruments given to respondents with service performance variables are valid.

## 2. Reliability Testing

Table 8. Skills Reliability Test Results

<b>Skill Variable Reliability Test (X1)</b>			
<b>Variable</b>	<b>Calculated r value</b>	<b>N of Items</b>	<b>Information</b>
<b>Preference</b>	0.863	6	Reliable

Based on table 8, information is obtained that the Cronbach Alpha reliability test yields a value of 0.863, and is significantly greater than the reliable criteria of more than 0.6 so that can be

concluded Skill variable is reliable. According to (Ghozali, 2012) the instrument is said to be valid if the value the correlation is positive and the correlation probability value has a level of  $<0.05$ . Reliable on the skill instrument means that the test of this skill instrument is consistent if it is tested on the same group.

Table 9. Competency Reliability Test Results

<b>Skill Variable Reliability Test (X2)</b>			
<b>Variable</b>	<b>Calculated r value</b>	<b>N of Items</b>	<b>Information</b>
<b>Preference</b>	0.770	6	Reliable

Based on table 9, information is obtained that the Cronbach Alpha reliability test yields a value of 0.770, and is significantly greater than the reliable criteria of more than 0.6 so it can be concluded that the Competency Variable is reliable. Reliability on Competency instruments means that the competency instrument tests are consistent if tested on the same group and are safe if research is carried out.

Table 10. Adaptation Reliability Test Results

<b>Skill Variable Reliability Test (X3)</b>			
<b>Variable</b>	<b>Calculated r value</b>	<b>N of Items</b>	<b>Information</b>
<b>Preference</b>	0.755	6	Reliable

Based on table 10, information is obtained that the Cronbach Alpha reliability test yields a value of 0.755, and is significantly greater than the reliable criteria of more than 0.6 so that it can be inferred variable Adaptation is reliable. Reliable on the Adaptation instrument means that the test of the Adaptation instrument is consistent if tested on the same group and is safe if research is carried out.

Table 11. Employee Service Performance Reliability Test Results

<b>Skill Variable Reliability Test (Y)</b>			
<b>Variable</b>	<b>Calculated r value</b>	<b>N of Items</b>	<b>Information</b>
<b>Preference</b>	0.765	6	Reliable

Based on table 11, information is obtained that the Cronbach Alpha reliability test yields a value of 0.765, and is significantly greater than the reliable criteria of more than 0.6 so it can be concluded that the service performance variable is reliable. Reliable in the Service Performance instrument means that the service performance instrument test is consistent if tested on the same group and is safe if research is carried out.



### 3. Multicollinearity Test

Test multicollinearity is carried out with the aim of checking whether there is a correlation between independent variables (Ghozali, 2012). It is hoped that in a multiple regression model there is no relationships between the dependent variables. By using the tolerance criteria and VIF values as given in chapter 3, the multicollinearity test on the Service Performance regression model produces the following values:

Table 12. Multicollinearity Test Results

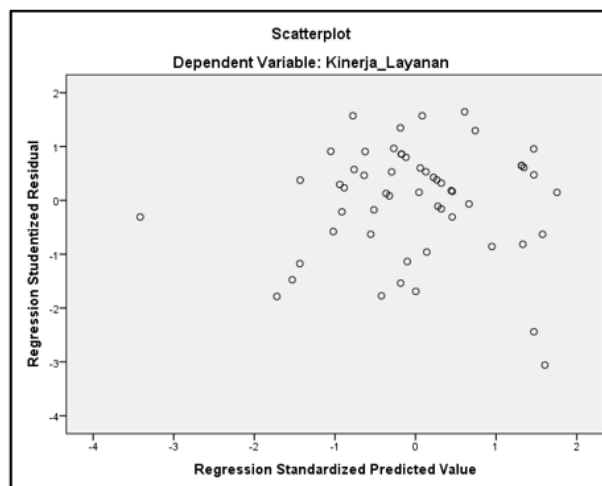
Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	tolerance	VIF
Skills	0.522	1,917
Competence	0.564	1,772
Adaptation	0.830	1.205

Dependent Variable: Service Performance

Based on table 12, information is obtained that the multicollinearity test produces tolerance values for each independent variable of 0.522, 0.564, and 0.830 which are significantly greater than the criterion of more than 0.1. Meanwhile, based on the VIF value, the values for each independent variable were 1.917, 1.772, and 1.205 and according to the criteria of no multicollinearity, namely  $VIF < 10$ . There is no multicollinearity in the independent variables of the Service Performance regression model, according to the tolerance and VIF requirements. According to (Ghozali, 2021) the use of the multicollinearity test in the regression analysis there is an assumption that suggests that the independent variable must be free from symptoms of multicollinearity or not. The independent variables are correlated with one another. These two measurements show which independent factors are explained by other independent variables for each variable.

### 4. Test Heteroscedasticity

Test Heteroscedasticity was carried out to examine whether there were differences in variation or diversity in the multiple regression model of saving decisions. It is hoped that in a multiple regression model the resulting variation is the same or a homogeneous model is achieved. Using the criteria of the scatter plot graph for heteroscedasticity testing in the Service Performance regression model are as follows:



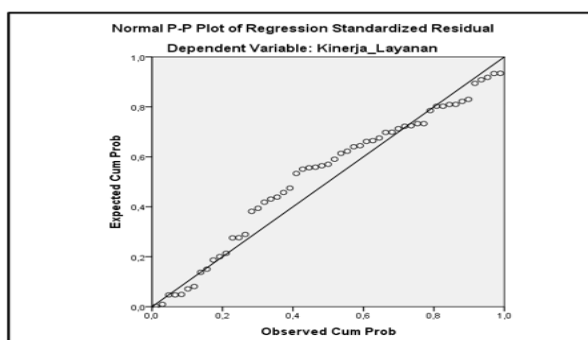
*Figure 1. Scatter Plot of Service Performance Regression Model*

As seen in Figure 1, the points are dispersed at random and are located both above and below the Y-axis value of zero. It may be said that the employed regression model does not exhibit any signs of heteroscedasticity.

### 5. Normality test

A normality test is used to determine whether the distribution of the regression model is normal. According to (Ghozali, 2012) The normality test is a data test to determine whether or not the residuals are regularly distributed. In theory, this normality test can be seen by viewing and examining the distribution of data (points) on the graph's diagonal axis or by examining the residuals' histogram.

Based on Figure 2 which shows the normal PP plot residual graph From the regression model, information is obtained that the regression residuals spread along a straight line (linear), it can be assumed that the assumption of normality is satisfied and the regression residuals follow a normal distribution.



*Figure 2. Normal PP Plot of Service Performance Regression Model*

### 6. Partial T Test

Results partial test can be seen in table 13 with reference to the tcount and its significance value. The partial test results obtained in this study are shown in table 13. The effect of The effects of

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aptitude, flexibility, and abilities on employee service performance with sig 0.008, 0.015 and 0.017. Because of value sig obtained  $<$  level sign.  $\alpha = 0.05$ , then  $H_0$  is rejected and  $H_a$  accepted, meaning the hypothesis that reads "suspected competence, adaptation and skills have a positive effect on employee performance services.

**Table 13.** Results of t test

Model	Unstandardized Coefficients		t	Sig.
	B	std. Error		
(Constant)	-0.317	0.511	-0.620	0.538
Competence	0.416	0.150	2,766	0.008
Adaptation	0.354	0.141	2,518	0.015
Skills	0.224	0.091	2,469	0.017

Competence is also known as the ability to perform work or tasks based on skills and knowledge as well as supported by the work skills demanded by the job (Wibowo, 2014). Taking into account the situation at the National Achievement Center, employee competence greatly influences service performance to students and educational units who want jobs and services that don't drag on. Placement of human resources in accordance with the job is the right way to provide maximum service. However, in several divisions there are still some employees who lack competence because they do not have experience in carrying out technical work, but this condition can still be anticipated by a work team that is still young and understands the development of information technology. According to (Saragih, 2019) The significance of social context is necessary because a key tenet of the social identity approach is that it is impossible to comprehend how social groups affect how individuals perceive themselves and those around them without also taking into account the larger social context in which those individuals operate.

Understanding all aspects that are carried out is important in the smooth running of work, the more you understand the task, the greater the possibility that the work will be carried out successfully and smoothly. The National Achievement Center is a newly formed organization within the Ministry of Education, Culture, Research and Technology whose employees are transferred from various directorates according to the working group (pokja) in the National Achievement Center, namely Pokja Dikdas, Pokja Dikmen, Pokja Dikti, Pokja Dikus. Institutions of different origin are united into one organizational unit so that they are required to be able to adapt to new conditions more quickly.

The development of science, information technology and communication science demands an important role in public service amid the industrial revolution 4.0. The National Achievement Center is a government organization tasked with serving students and education units throughout Indonesia so that skills in work will facilitate work and affect the quality of employee performance. Skills in managing competition programs and skills in adapting technology quickly are the most important parts of the National Achievement Center, so it is necessary to carry out training and adjustments to appropriate work positions so that the organization can run optimally according to the role of employees in the organization. According to (Kaswan, 2011) Every employee must take responsibility to obtain and transfer knowledge on his field of work. Therefore, every employee in

an organization must have the skills that are the provision for employees to work well, especially regarding areas of work that require skills. In the study of (Tui, 2022) mentions that ability innovation especially innovation Policy is the result of ability in exploiting potential resources, employee skills are expected to increase increase and have a positive impact on the quality of public service policies. An organization's members must work toward a common objective. (Niati, 2021). The capacity of leaders to shape their company culture plays a role in determining leadership success. (Arif, 2019).

### 7. Simultaneous Test F

From table 14 above, information is obtained that the significance value is 0.000 and is less than 0.05. F test basically shows whether all variables included independent in this model have influence together against dependencies. Based on the comparison above, it can be concluded that the results of the study reject H0 on the simultaneous hypothesis of independent variables so that Competency, Adaptation, and Skills variables can be interpreted simultaneously or together significantly and positively affect Service Performance.

Table 14. Simultaneous Test Results F

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	8,233	3	2,744	21,439	,000b
residual	6,528	51	0.128		
Total	14,761	54			

In improving the performance of employees at the National Achievement Center several factors such as competency, adaptation and skills are important. The origin of the different employee work units by managing a lot of competition requires employees to have a fast adaptation to work and the entire technological infrastructure in facilitating work. Then the placement of employees according to their competencies and skills greatly affects the enthusiasm of employees at work and then leads to improving the quality of employee service performance in providing maximum service to students and educational units. In accordance with (Mocodompis, 2015) which states that the success of government administration is inseparable from the quality of the human resources of the government apparatus.

### 8. Coefficient of Determination

The coefficient of determination shows how big the regression model can be explained by independent variables. The following will describe the results of the analysis of the coefficient of determination as given in the table:

Table 15. Results of the R Square Regression Model

Model	R	R Square	Adjusted R Square	std. Error of the Estimates
1	0.747	0.558	0.532	0.357

a. Predictors: (Constant), Competence, Adaptation, Skills  
b. Dependent Variable: Service Performance

Coefficient value determination (R<sup>2</sup>) aims to predict and show how big the influence is given the variable X to variable Y. Based on table 15 it shows that the R square value is 0.532 or 53.2%, meaning that the employee service performance variable can be explained by 53.2% influenced by Competency, Adaptation and Skills of employees. The difference (100% -53.2%) is 46.8% meanwhile the rest are affected by factors or variables other unused in this research. This value is still below 80% so it is assumed that there are criteria or variables that are not discussed in this research affect the service performance of employees at the National Achievement Center.

### 9. Multiple Linear Regression Analysis

Following are the results of multiple linear regression analysis for the Service Performance regression model as follows:

Table 16. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		t	Sig.
	B	std. Error		
<b>(Constant)</b>	-0.317	0.511	-0.620	0.538
<b>Competence</b>	0.416	0.150	2,766	0.008
<b>Adaptation</b>	0.354	0.141	2,518	0.015
<b>Skills</b>	0.224	0.091	2,469	0.017

Based on table 16 the results of the regression analysis assessment multiple linear can be explained as follows: 1. a negative constant of -0.317 shows that of each variable competence, adaptation and skills independent are assumed not experience changes/constant, then the value of employee service performance decreases. 2. The coefficient of the competency variable is 0.416 which means that every increase one competency score and will has increased by 0.416 assuming variables other independent remains. 3. The coefficient of adaptation variable of 0.354 shows that every an increase in one adaptation score will lead to an increase of 0.354 assuming a variable other independents fixed value. 4. The coefficient of the skill variable of 0.224 shows that every increase one skill score will affect an increase of 0.224 assuming other independent variables have a fixed value.

$$Y = -0.317 + 0.416 X_1 + 0.354 X_2 + 0.224 X_3 + e$$

Information:

Y = Employee service performance

X<sub>1</sub> = Competence

X<sub>2</sub> = Adaptation

X<sub>3</sub> = Skills

e = Prediction error (residual)

The three independent variables have a favorable impact on Company Performance, as seen by the regression equation for Service Performance above, this is in line with increasing Competence, Adaptation, and Skills, the value of Customer Service Performance will increase. The following is

an interpretation of the saving decision regression model: (a) If the Competency variable value increases by 1 (one) unit will be increase the value of Service Performance by 0.416 units. This is in line with the positive constant value of the Competency variable; (b) If the value of the Adaptation variable increases by 1 (one) unit, it will increase the value of Service Performance by 0.354 units. This is in line with the positive constant value of the Adaptation variable; (c) If the value of the Skills variable increases by 1 (one) then unit will increase the Service Performance value by 0.224 units. This is in line with the positive constant value of the Skills variable.

## CONCLUSION

The results of the research indicate that employee competence, adaptability, and abilities have a favorable impact on service delivery at the National Achievement Center. Based on the responses of respondents to the variables "employee competence," "employee adaptation," and "employee skills," it can be concluded that the employee service performance at the National Achievement Center Agency during the fourth industrial revolution will increase in direct proportion to an employee's level of competency, adaptation, and skills.

However, in the transformation of changes to an all-technology era, it is necessary to have regular training for employees of the National Achievement Center. Government agencies must not be inferior to private companies in developing human resources, because human resources are an important part of achieving the success of the work plan that has been prepared annually within an organization.

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