Digital Competence, Organizational Support and Affective Commitment As Determinants of Employee Performance: Evidence From The Riau Provincial Transportation Agency

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Abstract.
This study aims to analyze the effects of digital competence, organizational support, and affective commitment on employee performance at the Riau Provincial Transportation Agency. The study employed a quantitative approach using a saturated sampling technique involving 123 State Civil Apparatus (ASN) employees. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of SPSS 25 and SmartPLS 4. The results indicate that digital competence has a positive and significant effect on employee performance, with a regression coefficient of 0.385, t-value of 5.905, and p-value of 0.000. Organizational support also has a positive and significant effect, with a coefficient of 0.248, t-value of 3.398, and p-value of 0.001. Affective commitment has a positive and significant effect, with a coefficient of 0.260, t-value of 2.959, and p-value of 0.004. Simultaneously, the three independent variables significantly affect employee performance, as indicated by an F-value of 94.900 and p-value of 0.000. The coefficient of determination (R^2) is 0.705, indicating that 70.5% of the variation in employee performance can be explained by digital competence, organizational support, and affective commitment, while the remaining 29.5% is explained by other factors outside the research model. These findings indicate that employee performance in a digitally transforming government organization is associated with both individual digital capability and organizational as well as affective factors.

Keywords: *Digital Competence; Organizational Support; Affective Commitment and Employee Performance.*

I. INTRODUCTION

Information and communication technology has developed rapidly and has brought substantial changes across sectors, including government organizations. Digital transformation has become an important approach to improving effective, efficient, transparent, and accountable governance. In public administration, digital technology supports administrative activities while also contributing to organizational performance and service quality. The development of digital competence is therefore increasingly relevant to employees who are required to use digital technology in carrying out their work. The Digital Competence Framework for Citizens explains digital competence as a combination of knowledge, skills, and attitudes required to use digital technologies effectively and responsibly [1]. Employee performance is an important element in achieving organizational objectives. Performance reflects the results achieved by employees in carrying out assigned responsibilities and may be viewed through work achievement, conformity with work standards, timeliness, professionalism, and responsibility. In an increasingly digital work environment, employee performance is related not only to individual capability but also to employees' ability to utilize digital technology in completing their work. Previous research has examined the relationship between digital competence and employee performance in government organizations. Islam et al. found that digital competence had a positive and significant effect on employee performance at the Makassar City General Election Commission [2]. In contrast, Baharuddin et al. reported that digital competence did not have a significant effect on employee performance in another government context [3]. Other research has also examined digital competence as a factor related to the performance of civil servants [4,5].

Organizational support is another factor that may be related to employee performance. Organizational support refers to employees' perceptions that the organization values their contributions and provides concern and support for their work needs. Such support may be reflected in opportunities for capability development, organizational assistance, and adequate work facilities. Research by Umihastanti and Frianto found that organizational support was related to employee performance [6]. Murthy et al. also examined organizational support as a factor associated with employee performance in a government institution [7]. Ningsih et al. further examined organizational support together with organizational justice and organizational commitment in relation to employee performance [8]. These findings indicate the relevance of organizational support when

examining employee performance. Affective commitment is also an important aspect in understanding employee performance. Affective commitment refers to employees' emotional attachment to, identification with, and involvement in the organization. Yusuf and Syarif explain organizational commitment as an important element in the relationship between employees and their organization [9]. In the context of employee performance, Awang et al. examined affective commitment together with democratic leadership and work discipline among employees of a government health agency [10]. Narwadan also examined the relationship between affective commitment and employee performance among employees at a public health center [11]. More recent research has also examined affective organizational commitment in relation to employee performance [12].

The Riau Provincial Transportation Agency is a provincial government agency that has an important role in transportation management and public mobility. In carrying out its work, the agency has implemented several digital applications, including e-Kinerja for work activity and performance reporting, Sigma for attendance and employee activity data, and Srikandi for electronic correspondence administration. The use of these systems requires employees to possess adequate digital competence so that work activities can be carried out effectively. At the same time, organizational support through work facilities and opportunities for capability development is also relevant to the implementation of digital work systems. To obtain an initial picture of employee conditions, a preliminary survey was conducted involving 20 employees at the Riau Provincial Transportation Agency. The preliminary survey covered employee performance, digital competence, organizational support, and affective commitment. The results showed several conditions that provide an empirical basis for examining these variables.

Table 1. Preliminary Survey of Employee Performance

No	Statement	Agree	Percentage	Disagree	Percentage	Total
1.	Employees are able to complete their work according to the established performance targets	12	60%	8	40%	20
2.	Employees are able to complete their work according to the established standards	8	40%	12	60%	20
3.	Employees always complete their work within the established time targets	6	30%	14	70%	20
4.	Employees work in accordance with applicable professional standards	13	65%	7	35%	20
5.	Employees carry out their work responsibilities in accordance with applicable regulations	7	35%	13	65%	20

Source: Preliminary Survey, 2026

The preliminary survey indicates that employee performance was not yet fully optimal. The proportion of respondents who agreed that employees were able to complete work according to established targets was 60%, while 40% did not agree. The proportion agreeing that employees completed work according to established standards was 40%, while 60% did not agree. The lowest agreement was found in timeliness of work completion at 30%, while work professionalism reached 65%. Work responsibility was 35%. These findings indicate that aspects of work quality, timeliness, and responsibility still require attention.

Table 2. Preliminary Survey Of Digital Competence

No	Statement	Agree	Percentage	Disagree	Percentage	Total
1.	Employees are able to manage information based on digital literacy	7	35%	13	65%	20

No	Statement	Agree	Percentage	Disagree	Percentage	Total
2.	Employees utilize digital technology to collaborate with colleagues.	11	55%	9	45%	20
3.	Employees are able to develop digital content for work-related purposes	5	25%	15	75%	20
4.	Employees are able to manage digital security risks in the workplace	12	60%	8	40%	20
5.	Employees are able to analyze work-related problems using digital technology	7	35%	13	65%	20

Source: Preliminary Survey, 2026

The preliminary survey also indicates that digital competence was not yet evenly developed among employees. Only 35% of respondents agreed that employees were able to manage information using digital technology, while 55% agreed regarding digital-based collaboration. The lowest proportion was found in digital content development, with only 25% of respondents agreeing, while 75% did not agree. Digital security management reached 60%, whereas digital problem analysis reached only 35%. These findings indicate that digital competence, particularly in developing digital content and solving work-related problems using digital technology, still requires attention. This condition is relevant to previous research concerning digital competence and employee performance [13,14].

Table 3. Preliminary Survey of Organizational Support

No	Statement	Agree	Percentage	Disagree	Percentage	Total
1.	The organization provides equal opportunities for skill development	8	40%	12	60%	20
2.	The organization supports the development of employees' individual skills	7	35%	13	65%	20
3.	I have opportunities to participate in self-development activities provided by the organization	6	30%	14	70%	20
4.	The available work facilities are adequate to support my work	4	20%	16	80%	20

Source: Preliminary Survey, 2026

The preliminary survey of organizational support shows that employees perceived several aspects of organizational support as still limited. Only 40% of respondents agreed that the organization provided fair opportunities for capability development, 35% agreed that the organization supported individual capability development, and 30% agreed that they had opportunities to participate in capability development activities provided by the organization. The lowest proportion was found in adequate work facilities, with only 20% of respondents agreeing that the available facilities were adequate. These findings indicate that opportunities for development and the availability of work facilities were aspects that required attention. This condition is also relevant to previous research concerning organizational support and employee performance [15,16].

Table 4. Preliminary Survey of Affective Commitment

No	Statement	Agree	Percentage	Disagree	Percentage	Total
1.	I have a desire to continue being part of this organization.	9	45%	11	55%	20
2.	I am proud to be part of this organization	12	60%	8	40%	20

3.	I am actively involved in activities aimed at organizational development	7	35%	13	65%	20

Source: Preliminary Survey, 2026

The preliminary survey of affective commitment shows that the proportion of respondents who agreed that they wanted to remain part of the organization was 45%, while 60% agreed that they were proud to be part of the organization. Meanwhile, only 35% agreed that they were actively involved in activities related to organizational development. These findings indicate that although a sense of pride in the organization was relatively higher, employee involvement in organizational development still required attention. The relationship between affective commitment and employee performance has also been discussed in previous studies [17,18]. The preliminary survey findings are consistent with the empirical conditions identified in the research setting, particularly the uneven level of digital competence, limitations in work facilities and capability development opportunities, and the need to strengthen employee involvement in organizational development. These conditions provide a relevant context for examining the relationship between digital competence, organizational support, affective commitment, and employee performance at the Riau Provincial Transportation Agency. Previous research has examined the relationships between these variables in various organizational contexts. However, differences in organizational settings and empirical conditions indicate the importance of examining these relationships specifically at the Riau Provincial Transportation Agency. Therefore, this study aims to analyze the partial and simultaneous effects of digital competence, organizational support, and affective commitment on employee performance at the Riau Provincial Transportation Agency.

II. METHODS

The study was conducted at the Riau Provincial Transportation Agency, located in Pekanbaru, Riau, Indonesia. The research used a quantitative approach. The population consisted of 123 State Civil Apparatus employees at the agency. Government employees under employment agreements were excluded because, according to the research setting, most of them were engaged in operational field work and had relatively lower intensity of digital-system use. Because the population consisted of 123 employees, the study used saturated sampling, in which the entire population was included as the sample. Primary data were collected through questionnaires, while secondary data were obtained from relevant organizational documents and literature. The questionnaire measured employee performance, digital competence, organizational support, and affective commitment using interval-scale responses. Employee performance was measured through five indicators: work-target achievement, work-result standards, timeliness of work completion, work professionalism, and work responsibility. Digital competence was measured through digital information management, digital collaboration, digital content development, digital security management, and digital problem analysis. Organizational support was measured through fairness of development opportunities, support for capability development, access to capability development, and adequate work facilities. Affective commitment was measured through loyalty to the organization, pride in the organization, and involvement in organizational development.

Data analysis consisted of descriptive and inferential analysis. Instrument validity was assessed using Corrected Item-Total Correlation with a threshold of 0.50, while reliability was assessed using Cronbach's Alpha. Classical assumption testing included normality, multicollinearity, and heteroscedasticity testing. Multiple linear regression was then used to estimate the effect of the three independent variables on employee performance. Partial effects were tested using the t-test, simultaneous effects using the F-test, and explanatory power using the coefficient of determination (R^2). Data processing used *SPSS* 25 and *SmartPLS 4*.

III. RESULT AND DISCUSSION

A. Responden Characteristics

Respondent characteristics in this study were classified based on gender, age, and educational background. This classification was conducted to provide an overview of the demographic profile of

employees at the Riau Provincial Transportation Agency who participated in the research. The respondent characteristics are presented in the following tables.

Table 5. Respondents Based on Gender

Gender	Frequency
Male	93
Female	30
Total	123

Source: Processed Research Data, 2026

Based on Table 1, the majority of respondents were male employees, accounting for 75.6% of the total respondents, while female employees accounted for 24.4%. This indicates that the respondents in this study were predominantly male employees at the Riau Provincial Transportation Agency. The age distribution of respondents was analyzed to identify the dominant age group and to provide an overview of the workforce composition at the Riau Provincial Transportation Agency. The respondents based on age are presented in Table 2.

Table 6. Respondents Based on Age

Age	Frequency
20 – 35 years	40
36 – 45 years	39
46 – 58 years	44
Total	123

Source: Processed Research Data, 2026

Based on Table 2, the largest group of respondents was aged 46–58 years, accounting for 35.8% of the total respondents. Meanwhile, 32.5% of respondents were aged 20–35 years and 31.7% were aged 36–45 years. This indicates that the respondents were distributed across different age groups, with the 46–58 age group having the largest proportion. The distribution of respondents based on age provides an overview of the age composition of employees at the Riau Provincial Transportation Agency.

Table 7. Respondents Based On Education

Education	Frequency
Master's Degree (S2)	29
Bachelor's Degree (S1)	45
Diploma	31
Senior High School	18
Total	123

Source: Processed Research Data, 2026

Based on Table 3, the majority of respondents held a Bachelor's degree (S1/D4), accounting for 36.6% of the total respondents. This indicates that the Riau Provincial Transportation Agency has a relatively high proportion of employees with higher education backgrounds. The educational background of respondents provides an overview of the formal education level of employees who participated in this study.

B. Descriptive Analysis of Variables

Descriptive analysis was conducted to describe respondents' perceptions of each research variable, including Employee Performance, Digital Competence, Organizational Support, and Affective Commitment. The analysis was based on respondents' answers to the questionnaire items measured using a Interval scale. The results of the descriptive analysis for the Employee Performance variable are presented in Table 4.

Employee Performance

Table 8. Employee Performance Result

No	Indicator		Respondent Criteria					Total	Mean	Cat
			1	2	3	4	5			
1.	Work Target Achievement	Freq	0	0	5	71	47	123	4.34	Very Good
		%	0%	0%	4.07%	57,72%	38.21%	100%		
2.	Work Performance Standards	Freq	0	0	32	70	21	123	3.91	Good
		%	0%	0%	26.01%	56.91%	17.07%	100%		
3.	Timeliness of Work Completion	Freq	0	0	59	53	11	123	3.61	Good
		%	0%	0%	47.97%	43.09%	8.94%	100%		
4.	Work Professionalism	Freq	0	0	20	69	34	123	4.11	Good
		%	0%	0%	16.26%	56.10%	27.64%	100%		
5.	Work Responsibility	Freq	0	0	27	73	23	123	3.97	Good
		%	0%	0%	21.95%	59.35%	18.70%	100%		
Mean									3.99	Good

Source: Processed Research Data, 2026

Based on Table 4, employee performance was generally categorized as good, with an average mean score of 3.99. The highest mean score was found in achievement of work targets (4.34), indicating that employees were able to achieve the work targets assigned to them, while the lowest mean score was found in timely task completion (3.61), suggesting that the timeliness of completing tasks could still be improved. Overall, the findings indicate that employees demonstrated positive performance levels across all indicators.

Digital Competence

Table 9. Digital Competence Result

No	Indicator		Respondent Criteria					Total	Mean	Cat
			1	2	3	4	5			
1.	Digital Information Management	Freq	0	0	28	67	28	123	4.00	Good
		%	0%	0%	22.76%	54.47%	22.76%	100%		
2.	Digital-Based Collaboration	Freq	0	1	17	61	44	123	4.20	Good
		%	0%	0.81%	13.82%	49.59%	35.77%	100%		
3.	Digital Content Development	Freq	0	15	66	36	6	123	3.27	Fairly Good
		%	0%	12.20%	53.66%	29.27%	4.88%	100%		
4.	Digital Security Management	Freq	0	0	20	61	42	123	4.18	Good
		%	0%	0%	16.26%	49.59%	34.15%	100%		
5.	Digital Problem Analysis	Freq	0	14	52	50	7	123	3.41	Good
		%	0%	11.38%	42.28%	40.65%	5.69%	100%		
Mean									3.81	Good

Source: Processed Research Data, 2026

Based on Table 5, digital competence was generally categorized as good, with an average mean score of 3.81. The highest mean score was found in digital-based collaboration (4.20), indicating that employees were able to utilize digital technology to support collaboration and coordination in carrying out their work, while the lowest mean score was found in digital content development (3.27), suggesting that employees' ability to develop digital content for work purposes could still be improved. Overall, the findings indicate that employees demonstrated positive levels of digital competence across all indicators.

Organizational Support

Table 10. Organizational Support Result

No	Indicator		Respondent Criteria					Total	Mean	Cat
			1	2	3	4	5			
1.		Freq	0	2	28	66	27	123	3.96	Good

	Fairness in Opportunities for Skill Development	%	0%	1.63%	22.76%	53.66%	21.95%	100%		
2.	Support for Skill Development	Freq	0	14	57	47	5	123	3.35	Fairly Good
		%	0%	11.38%	46.34%	38.21%	4.07%	100%		
3.	Access to Skill Development	Freq	0	4	37	59	23	123	3.82	Good
		%	0%	3.25%	30.08%	47.97%	18.70%	100%		
4.	Adequate Work Facilities	Freq	0	30	53	33	7	123	3.14	Fairly Good
		%	0%	24.39%	43.09%	26.83%	5.69%	100%		
Mean									3.57	Good

Source: Processed Research Data, 2026

Based on Table 6, organizational support was generally categorized as good. The highest mean score was found in fairness in opportunities for capability development (3.96), indicating that employees perceived the organization as providing fair opportunities to develop their capabilities, while the lowest mean score was found in adequate work facilities (3.14), suggesting that the availability and adequacy of work facilities could still be improved. Overall, the findings indicate that employees perceived positive levels of organizational support across all indicators.

Affective Commitment

Table 11. Affective Commitment Result

No	Indicator		Respondent Criteria					Total	Mean	Cat
			1	2	3	4	5			
1.	Loyalty to the Organization	Freq	0	3	39	57	24	123	3.83	Good
		%	0%	2.44%	31.71%	46.34%	19.51%	100%		
2.	Pride in the Organization	Freq	0	3	34	64	22	123	3.85	Good
		%	0%	2.44%	27.64%	52.03%	17.89%	100%		
3.	Involvement in Organizational Development	Freq	0	28	50	31	14	123	3.25	Fairly Good
		%	0%	22.76%	40.65%	25.20%	11.38%	100%		
Mean									3.64	Good

Source: Processed Research Data, 2026

Based on Table 7, affective commitment was generally categorized as good, with an average mean score of 3.64. The highest mean score was found in pride in the organization (3.85), indicating that employees had a positive sense of pride in being part of the Riau Provincial Transportation Agency, while the lowest mean score was found in involvement in organizational development (3.25), suggesting that employee involvement in organizational development activities could still be improved. Overall, the findings indicate that employees demonstrated positive levels of affective commitment across all indicators

C. Classical Assumption Test Results

Normality Test

The normality test was conducted using the Q-Q Plot method. As shown in Figure 1, the data points spread around and followed the diagonal line, indicating that the data were normally distributed and met the normality assumption.

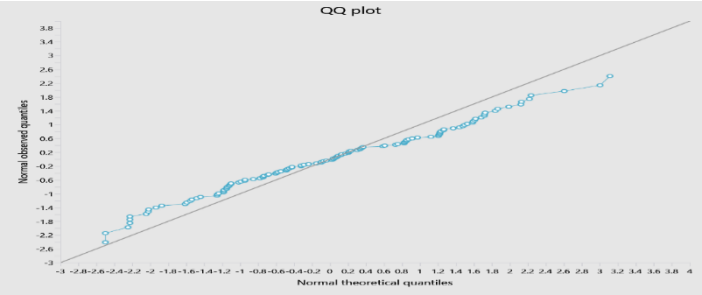


Fig. 1. Normality Test (Q-Q Plot)

Source: Data Processed Using SmartPLS 4, 2026

The normality test based on the Q-Q Plot demonstrates that the observed data points generally align with and are distributed around the diagonal reference line. Although minor deviations can be observed at the lower and upper tails of the plot, the overall distribution indicates that the residuals remain relatively close to a normal distribution. Thus, the results suggest that the residual data satisfy the normality assumption and are considered appropriate for subsequent regression analysis. Furthermore, normality was assessed using the skewness value of the dependent variable. The results of the skewness analysis are presented in Table 9.

Table 12. Normality Test Result (Skewness)

Variable	Skewness
Employee Performance (Y)	0.010

Source: Data Processed Using SmartPLS 4, 2026

The normality assumption was further supported by the skewness value of the dependent variable, Employee Performance (Y), which was 0.010. This value is close to zero and falls within the generally accepted range of −1 to +1, indicating that the distribution of the data was relatively symmetrical and consistent with a normal distribution.

Multicoliniearity Test

The multicollinearity assumption was assessed using the Variance Inflation Factor (VIF). As presented in Table 9, all independent variables recorded VIF values below the threshold of 10. These findings indicate that there was no evidence of multicollinearity among the independent variables, suggesting that the regression model was free from substantial correlations among the predictors.

Table 13. Multicoliniearity Test

Variables	VIF
Digital Competence (X1)	2.457
Affective Commitment (X2)	2.071
Organizational Support (X3)	2.391

Source: Data Processed Using SmartPLS 4, 2026

The presence of multicollinearity was examined using the Variance Inflation Factor (VIF) to assess whether substantial correlations existed among the independent variables in the regression model. As reported in Table 9, the VIF values for digital competence, organizational support, and affective commitmentwere 2.457, 2.391, and 2.071, respectively. Since all VIF values were well below the commonly accepted threshold of 10, the results confirm that multicollinearity was not present among the independent variables. Accordingly, the regression model can be considered adequate for subsequent statistical analysis.

Heteroskedasticity Test

The heteroscedasticity assumption was examined to assess whether the variance of the residuals remained constant across all observations in the regression model. The results of this assessment are illustrated in Figure 2 using a residual autocorrelation plot, which was used to evaluate the pattern and distribution of the residuals.

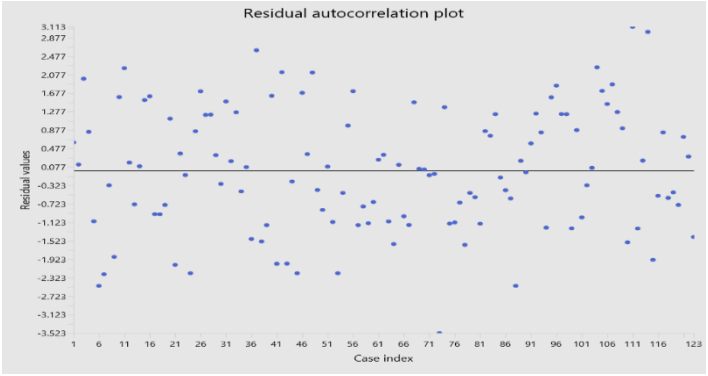


Fig. 2. Residual Autocorrelation Plot

Source: Data Processed Using SmartPLS 4, 2026

As illustrated in Figure 2, the residual points are distributed randomly on both sides of the zero line without exhibiting any distinct or systematic pattern. The relatively uniform distribution of the residuals across observations suggests that their variance remains stable. These findings indicate that the regression model does not exhibit heteroscedasticity and therefore satisfies the homoscedasticity assumption required for regression analysis. To further assess the consistency of the residual variance, a Breusch–Pagan test was conducted using SmartPLS 4. The test was performed to determine whether the residual variance differed systematically across observations. The results of the Breusch–Pagan heteroscedasticity test are presented in Table 10.

Table 14. Breusch-Pagan Test Results

	Test-Statistic	df	P value
Breusch-Pagan Test	4.847	3	0.183

Source: Data Processed Using SmartPLS 4, 2026

The results of the Breusch–Pagan test presented in Table 10 show a test-statistic value of 4.847 and a p-value of 0.183. Since the p-value exceeds the 0.05 significance threshold (0.183 > 0.05), the null hypothesis of homoscedasticity is not rejected. This indicates that there is no statistically significant evidence of heteroscedasticity in the regression model. Accordingly, the residual variances can be considered relatively constant across observations, confirming that the model satisfies the homoscedasticity assumption and is suitable for subsequent analysis.

D. Multiple Linier Regression Analysis

Multiple linear regression analysis was used to examine the effects of digital competence, organizational support, and affective commitment on employee performance at the Riau Provincial Transportation Agency. The results showed that all independent variables had positive and significant effects on employee performance. Digital competence had the strongest influence, followed by affective commitment and organizational support. The coefficient of determination (R^2) was 0.705, indicating that 70.5% of employee performance could be explained by the three independent variables, while the remaining 29.5% was influenced by other factors outside the model.

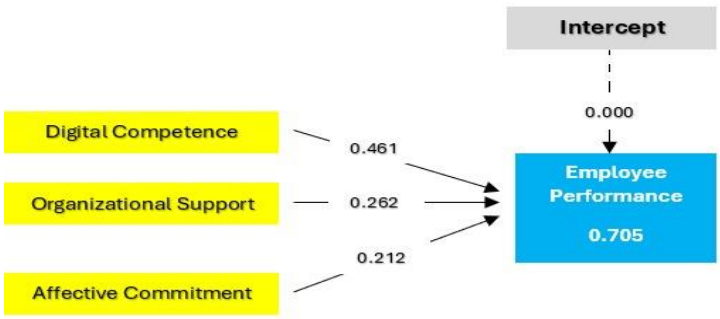


Fig. 3. Multiple Linier Regression Analisys

Source: Data Processed Using SmartPLS 4, 2026

The results of the regression coefficient analysis are presented in Table 11. The table shows the regression coefficients of Digital Competence, Organizational Support, and Affective Commitment on Employee Performance obtained from the regression analysis using SmartPLS 4.

Table 15. Regression Coefficients

	Employee Performance
Organizational Support	0.248
Affective Commitment	0.260
Digital Competence	0.385
Intercept	6.225

Source: Data Processed Using SmartPLS 4, 2026

The regression results show that Digital Competence has a regression coefficient of 0.385, Organizational Support has a coefficient of 0.248, and Affective Commitment has a coefficient of 0.260. These positive coefficients indicate that an increase in each independent variable is associated with an increase in Employee Performance

E. Hypothesis Testing Results

Partial Test (t-Test)

The partial test was conducted to examine the effect of each independent variable on employee performance. The t-table value in this study was 1.980. The results show that Digital Competence had a positive and significant effect on Employee Performance, with a t-value of 5.905 and a p-value of 0.000. Organizational Support also had a positive and significant effect, with a t-value of 3.398 and a p-value of 0.001. Meanwhile, Affective Commitment had a positive and significant effect on Employee Performance, with a t-value of 2.959 and a p-value of 0.004. Since all t-values were greater than 1.980 and all p-values were below 0.05, H1, H2, and H3 were accepted.

Table 16. Partial Test Results

	Unstandardized coefficients	Standardized coefficients	SE	T value	P value
Organizational Support	0.248	0.262	0.073	3.398	0.001
Affective Commitment	0.260	0.212	0.088	2.959	0.004
Digital Competence	0.385	0.461	0.065	5.905	0.000
Intercept	6.225	0.000	0.827	7.528	0.000

Source: Data Processed Using SmartPLS 4, 2026

Simultaneous Test (F-Test)

The simultaneous test was used to examine the combined effect of all independent variables on employee performance. Based on the results, the F-value was 94.900, which was greater than the F-table value of 2.68, with a significance value of 0.000 < 0.05. Thus, Digital Competence, Organizational Support, and Affective Commitment simultaneously had a significant effect on Employee Performance, and H4 was accepted.

Table 17. Simultaneous Test Results

	Sum square	df	Mean square	F	P value
Total	736.602	122	0.000	0.000	0.000
Error	217.131	119	1.825	0.000	0.000
Regression	519.471	3	173.157	94.900	0.000

Source: Data Processed Using SmartPLS 4, 2026

Coefficient Of Determination

The coefficient of determination results are presented in Table 14. The R-square value was 0.705, indicating that 70.5% of Employee Performance could be explained by Digital Competence, Organizational Support, and Affective Commitment, while the remaining 29.5% was explained by other factors outside the model.

Table 18. Coefficient Of Determination Results

	Kinerja Pegawai

R-square	0.705
R-square adjusted	0.698
Durbin-Watson test	2.018

Source: Data Processed Using SmartPLS 4, 2026

Based on the F-test results, Digital Competence, Organizational Support, and Affective Commitment simultaneously have a significant effect on Employee Performance at the Riau Provincial Transportation Agency. This indicates that better digital competence, stronger organizational support, and higher affective commitment can contribute to improved employee performance. Therefore, hypothesis 4 is accepted.

For the Digital Competence variable, the highest indicator is Digital-Based Collaboration, with an average score of 4.20. This indicates that employees are able to utilize digital technology to support collaboration and coordination in carrying out their work. Meanwhile, the lowest indicator is Digital Content Development, with an average score of 3.27. Although it remains in the fairly good category, this indicates that employees' ability to develop digital content for work purposes still needs to be improved, particularly in producing work reports, presentations, and other digital materials. For the Organizational Support variable, the highest indicator is Fairness in Opportunities for Capability Development, with an average score of 3.96. This indicates that employees perceive the organization as providing fair opportunities to develop their capabilities. Meanwhile, the lowest indicator is Adequate Work Facilities, with an average score of 3.14. This indicates that the availability and adequacy of work facilities still need improvement to support employees in carrying out their tasks effectively and efficiently.

For the Affective Commitment variable, the highest indicator is Pride in the Organization, with an average score of 3.85. This indicates that employees have a good sense of pride in being part of the Riau Provincial Transportation Agency. Meanwhile, the lowest indicator is Involvement in Organizational Development, with an average score of 3.25. Although categorized as fairly good, this indicates that employee involvement in activities related to organizational development still needs to be strengthened. Thus, the three independent variables contribute to employee performance at the Riau Provincial Transportation Agency. Improving the aspects that have relatively lower scores, particularly digital content development, adequate work facilities, and involvement in organizational development, can support the improvement of employee performance in a more optimal and sustainable manner.

IV. CONCLUSION

The study concludes that digital competence, organizational support, and affective commitment each have a positive and significant effect on employee performance at the Riau Provincial Transportation Agency. Digital competence has a regression coefficient of 0.385, organizational support 0.248, and affective commitment 0.260. Simultaneously, the three variables significantly affect employee performance, with an F-value of 94.900 and p-value of 0.000. The model explains 70.5% of the variation in employee performance through the three independent variables. The findings indicate that improving employee performance in the studied organization is associated with strengthening digital capability, providing adequate organizational support, and maintaining employees' affective attachment to the organization. Areas identified as requiring further attention include digital content development, adequacy of work facilities, and employee involvement in organizational development.

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