

THE EFFECT OF LEARNING AGILITY AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY DIGITAL COMPETENCE IN GOVERNMENT PROCUREMENT UNITS OF MINISTRIES/AGENCIES

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Abstract

Digital transformation in government procurement management requires enhanced human resource capacity, particularly among Functional Positions of Government Procurement Officers (JF PPBJ), who play a strategic role in supporting the effectiveness and accountability of Government Procurement Units (UKPBJ) within ministries and agencies. This study aims to analyze the effect of learning agility and work environment on Employee Performance, with digital competence serving as a mediating variable. A quantitative approach was employed using a survey method involving 205 respondents working in UKPBJ across various ministries and government agencies. Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The results indicate that learning agility has a positive and the most dominant effect on Employee Performance, both directly and indirectly through digital competence. These findings confirm that employees with strong adaptive learning capabilities are better able to enhance their performance in a digital work environment. In addition, the work environment is found to have a significant effect on Employee Performance and digital competence, highlighting the importance of organizational support, work facilities, and a collaborative climate in strengthening digital capabilities and Employee Performance. Furthermore, digital competence acts as a significant mediator in the relationship between learning agility and work environment on Employee Performance, demonstrating that digital competence is a crucial element in bridging individual capability development and the optimization of work output in the government procurement sector. Overall, this study provides both theoretical and practical contributions to strategies for developing human resources in government procurement and serves as a foundation for strengthening digital competency development and adaptive learning programs within UKPBJ of ministries and agencies.

Keywords: *Learning Agility; Work Environment; Digital Competence; Employee Performance; Government Procurement*

**PENGARUH *LEARNING AGILITY* DAN *WORK ENVIRONMENT*
TERHADAP *EMPLOYEE PERFORMANCE* DIMEDIASI *DIGITAL
COMPETENCE* PADA UNIT KERJA PBJP
DI KEMENTERIAN/LEMBAGA**

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Abstrak

Transformasi digital dalam pengelolaan pengadaan barang dan jasa pemerintah menuntut peningkatan kapasitas sumber daya manusia, khususnya pada Jabatan Fungsional Pengelola Pengadaan Barang/Jasa (JF PPBJ) yang berperan strategis dalam mendukung efektivitas dan akuntabilitas Unit PBJP (UKPBJ) di Kementerian/Lembaga. Penelitian ini bertujuan untuk menganalisis pengaruh *Learning Agility* dan *Work Environment* terhadap *Employee Performance* dengan *Digital Competence* sebagai variabel mediasi. Pendekatan kuantitatif digunakan dengan metode survei kepada 205 responden yang bekerja pada UKPBJ di berbagai Kementerian/Lembaga. Analisis data dilakukan menggunakan teknik *Partial Least Squares Structural Equation Modeling* (PLS-SEM).

Hasil penelitian menunjukkan bahwa *Learning Agility* memiliki pengaruh positif dan paling dominan terhadap *Employee Performance*, baik secara langsung maupun melalui *Digital Competence*. Temuan ini menegaskan bahwa pegawai yang memiliki kemampuan belajar cepat dan adaptif mampu meningkatkan kinerjanya di lingkungan kerja digital. Selain itu, *Work Environment* terbukti berpengaruh signifikan terhadap *Employee Performance* dan *Digital Competence*, yang mengindikasikan pentingnya dukungan organisasi, sarana kerja, dan iklim kolaboratif dalam memperkuat kemampuan digital dan kinerja pegawai. Lebih lanjut, *Digital Competence* berperan sebagai mediator signifikan pada hubungan antara *Learning Agility* dan *Work Environment* terhadap *Employee Performance*, menunjukkan bahwa kompetensi digital merupakan elemen krusial dalam menjembatani peningkatan kemampuan individu dan optimalisasi output kerja di sektor pengadaan. Secara keseluruhan, penelitian ini memberikan kontribusi teoretis dan praktis dalam strategi pengembangan SDM pengadaan pemerintah, serta menjadi dasar bagi penguatan program peningkatan kompetensi digital dan pembelajaran adaptif di UKPBJ Kementerian/Lembaga.

Kata Kunci: *Learning Agility; Work Environment; Digital Competence; Employee Performance; PBJP* .