

## ABSTRACT

*Human resources are influential in gaining competitive advantage and efficiency. The development of the era of digitalization is a challenge for the government to prepare workers or techtalents to face the era of digitalization and achieve competitive advantage. Having competent employees is a very important part. Including having general competencies and capabilities in the field of digitalization can improve employee performance, which will have implications for the success of government agencies.*

*There are several services provided by the Office of the Ministry of Religion of Sragen Regency digitally, but as the service progressed in 2020, there was a decline in performance at the Office of the Ministry of Religion of Sragen Regency, allegedly because there were still many employees who had low digitalization competence and employees were dominated by seniors. So it is necessary to study this research with the aim of knowing the competence, demography, and performance of the employees of the Ministry of Religion of Sragen Regency, and to test and analyze the influence of competence on employee performance with demography as a moderasi variable at the Office of the Ministry of Religion of Sragen Regency.*

*The research methodology used is a quantitative method with a descriptive and verification approach. The population is employees of the Ministry of Religion of Sragen Regency. With the sample technique being census, the number of respondents is 123 people. Data collection techniques used secondary data and primary data by distributing questionnaires that were tested for validity and reliability. Data analysis using SEM (Structural Equation Model), Smart PLS 3.*

*The results of the descriptive analysis showed that the competence and performance variables of the Ministry of Religion of Sragen Regency employees were included in the good category. Based on the results of the analysis of the coefficient of determination, the R-square value is 0.430. This means that 43% of the performance of the Ministry of Religious Affairs Office of Sragen Regency is influenced by competence. Then the remaining 57% is influenced by other variables which are not included in the following study.*

*The conclusion of the hypothesis testing results proves that the competence variable has a positive and significant influence on employee performance. Then the demographic variables of age and years of service were significantly positive, moderating the effect of employee performance. For demographics based on education level, the effect of competence on performance was significantly negative, and for demographics based on gender, the effect of competence on employee performance was not significantly moderated. The results of the following research are expected to be input for the Office of the Ministry of Religion of Sragen Regency to be able to improve employee competence, especially in the dimension of skill, and adjust employee selection with appropriate demographics to improve employee performance.*

**Keywords:** *competence, demographics, performance*