The Influence of Relational Competence, Work Flexibility, and Technology Mastery on Performance, with Work Commitment as an Intervening Variable

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Abstract: This research aims to: (1) analyze the effect of relational competence on performance; (2) analyze the effect of work flexibility on performance; (3) analyze the effect of mastery of technology on performance; (4) analyze the effect of relational competence on work commitment; (5) analyze the effect of work flexibility on work commitment; (6) analyze the effect of mastery of technology on work commitment; and (7) analyze the effect of work commitment on performance. This research was conducted on the statistical partners of BPS Batu Bara Regency, where the population was 201 people and the number of samples was 67. The sampling technique uses probability sampling techniques. The analysis method uses PLS analysis with the smartPLS 4.0 application. The research results show that relational competence and work commitment directly have a positive and significant influence on performance. Work flexibility and mastery of technology have no effect on performance. Relational competence and mastery of technology have no effect on work commitment. Work flexibility has a positive and significant effect on work commitment. Indirectly, work commitment mediates the influence of work flexibility and mastery of technology on performance, and work commitment is unable to mediate the influence of relational competence on performance.

Keywords: Relational Competence, Work Flexibility, Technology Mastery.

INTRODUCTION

The Central Bureau of Statistics (BPS) is a non-ministerial government institution that is directly responsible to the President. The main product produced by BPS is data. Quality data is the main goal of BPS. The criteria for quality data are data that is timely, objective, relevant, representative, and has small standard deviations. Therefore, to produce quality data, BPS must pay attention to the quality data criteria. The measurement of performance achievements is calculated based on a comparison between realization and target. One of the indicators used to measure BPS's performance achievements is the percentage of survey

documents submitted by BPS. The quality of the data produced by BPS increases with the percentage of census and survey documents submitted.

Human resources are a very important factor in running an institution or organization; in fact, HR is the most expensive asset compared to other assets because it is the main driver of an institution or organization. In terms of organizational structure, BPS has agencies in every province and regency/municipality. The organizational structure of each regency/municipality consists of the head office, head of general subdivision, and functional staff. Even though BPS already has a clear organizational structure, in reality, the number of employees in several regencies/municipalities is still very small. This shortage of employees will certainly hinder BPS from achieving its goals. To overcome this problem of staff shortages, field officer partners are being recruited, commonly called statistical partners.

This statistical partner is not actually a BPS employee. They are simply people who are recruited and then contracted to do BPS work in the field for a period of time. However, even though they are not permanent employees of BPS, statistical partners are still required to perform at a high level to support BPS performance achievements, especially those related to the entry of survey documents. In every survey and census, BPS always hopes that the response rate will reach 100 percent, but in reality, several surveys involving statistical partners are not the maximum target, or the realization is still below 100 percent. Several surveys in Batu Bara Regency where the percentage of document entry does not reach 100 percent in 2021 and 2022 are the UDP Survey (96%), IMK Survey (97%), Ubinan Padi Survey (55%), Ubinan Palawija Survey (69%), and Survey on the Impact of COVID on Business (42%).

There are many factors that influence the percentage of survey document entry at BPS, especially in terms of human resources on duty, especially the BPS statistical partner for Batu Bara Regency. Many studies show that relational competence, work flexibility, and mastery of technology have an influence on performance. Relational competence has a significant and positive influence on performance. With good relational competence, working relationships between employees, managers, and other stakeholders in the organization will improve (Carter et al., 2011).

Relational competence is the ability of a statistical partner to explain or persuade, so that data providers will provide the information we want. To achieve individual performance, developing skills that are part of their relational competence will help them to be able to plan how to take advantage of opportunities, negotiate with other parties, and have the ability to build competence (Sujan et al., 1994). The statistical partner's relational competence, especially the statistical partner's communication skills, is very important in survey activities (Zulfajri, 2017). It is hoped that the relational competence of the Batu Bara Regency BPS statistical partners will encourage increased performance. The importance of this relational competency can be seen in the material "How to Conduct Interviews" which is always present in every training activity carried out for statistical partners. This is very important considering that the way officers introduce themselves, convey the purpose of their arrival, and have the ability to dig up information is one of the keys to success when respondents are willing to spend their time providing survey answers.

Respondents in the census and survey samples conducted by BPS consisted of the public, companies, non-profit institutions, and other government agencies. Respondents who will become data producers also have activities, so they cannot be found all the time. For example, for people who work from morning to evening, officers can meet if the data collection is carried out at night. For respondents from non-profit institutions such as churches, officers can conduct interviews with their administrators if they visit on Sundays. Seeing that respondents' time is very flexible, BPS must also be able to adapt to respondents' situations, so flexibility in working time must also be considered to increase the entry of BPS

census/survey documents. An organization must be able to change to respond to market demands that are influenced by the environment. The need for flexibility in working time is very much needed at this time due to changes in business processes, which are also very dynamic (Grant, 1996). Several studies show that work flexibility has a positive and significant influence on performance. The more employees are given flexible working hours, the more employee performance in the company will improve (Nuraini, 2017; Fanda & Slamet, 2019; Findriyani & Parmin, 2021).

Today's very rapid technological developments are able to provide efficiency both in terms of time, cost, and energy, and even help improve quality. The ability of employees to master technology will be a strength for the company in providing the best performance (Nasution et al., 2020). If the appropriate use of information technology is supported by the expertise of the members who operate it, it will improve company performance and individual performance (Darmini & Putra, 2009). Technology can be used by statistical partners to complete tasks in the field and to socialize (Mahfudhi, 2020). When statistical partners involve the use of technology in data collection and socializing activities in the field, the statistical partners will be able to create an effective work pattern. The use of technology allows a company's production process to run more efficiently and effectively. The involvement of technology can eliminate time and location constraints (Nwankpa & Roumani, 2016). BPS, as an agency, is required to be able to run in harmony with technology. BPS currently involves technology not only for data processing activities but also in data collection activities carried out in the field. Apart from speeding up work and evaluating activities, officers' ability to use technology will also facilitate interaction between officers and data providers. In several studies, it has been shown that mastery of technology has a positive and significant effect on performance. The better an employee's mastery of information technology, the higher the performance that company employees can produce (Handayani et al., 2018; Hernita et al., 2018; Azzahrah, 2021).

Intervening variables are variables that theoretically influence the relationship between independent and dependent variables into an indirect relationship. The position of the intervening variable between the independent variable and the dependent variable will strengthen or weaken the relationship between the two variables (Sugiyono, 2019). Statistical partners are generally people who have experience conducting censuses or surveys. However, not all statistical partners can survive a long period of collaboration with BPS. Not all statistical partners have a high work commitment, so they do not last as long as statistical partners.

Many studies show that relational competence, work flexibility, and mastery of technology influence work commitment. The research results show that relational competence, work flexibility, and mastery of technology have a positive and significant effect on work commitment. The better the relational competence possessed by the statistical partner, the more flexible the working hours they have, and the higher the level of technological mastery they have, the better the work commitment (Martini et al., 2020). Apart from that, work commitment also has a significant and positive effect on performance. The better a person's work commitment, the better the performance given (Bandula & Jayatilake, 2016).

The focus of this research is to analyze the influence of relational competence, work flexibility, and technology mastery on performance, which is mediated by work commitment. Based on the background that has been explained, the formulation of this research is: (1) Does relational competence have a positive effect on performance? (2) Does work flexibility have a positive effect on performance? (3) Does mastery of technology have a positive effect on performance? (4) Does relational competence have a positive effect on work commitment? (5) Does work flexibility have a positive effect on work commitment? (6) Does mastery of

technology have a positive effect on work commitment? (7) Does work commitment have a positive effect on performance?

METHOD

Research Design and Operational Variables

The type of research used is quantitative correlation research to test the influence of several independent variables on the dependent variable, either with or without intervening variables. The subjects in this research were BPS Batu Bara Regency statistical partners who had participated in BPS Batu Bara Regency activities at least three times. Operational variables for relational competence use 9 indicators were developed by Sulimowska-Formowicz (2015): knowledge management, position in relationship management, efficiency management, selection of colleagues, problem solving, integration, communication, relationship planning, and general activity management. Work flexibility uses three indicators developed by Pandiangan (2018): working time, duration of work, and place of work. Technology mastery uses six indicators developed by Arianty et al. (2020): knowledge about computers, knowledge about the benefits of IT applications, educational background, use of software, use of computers and networks, and use of the internet. Operational variables for performance use 8 indicators were developed by Gomes (2003): quantity of work, quality of work, knowledge about work, creativity, cooperation, determination, initiative, and personal qualities. Work commitment uses three indicators developed by Allen & Meyer (2013): affective commitment, normative commitment, and sustainability commitment.

Population, Sampel and Data Collection

The research population consisted of 201 BPS Batu Bara Regency statistical partners. A sample of 67 people was determined using the formula proposed by Slovin, where the confidence level used was 10%. Sampling uses a probability sampling technique, where each member of the population has the same opportunity to be selected as a sample. Data were collected using a questionnaire conducted in July–August 2023. Each question in the questionnaire used a Likert scale ranging from 1 to 5. "1" means strongly disagree, "2" means disagree, "3" means somewhat agree," 4" means agree, and "5" means strongly agree.

Data Analysis Method

This research will use statistical analysis of Partial Least Square (PLS) data, which is facilitated using the smartPLS 4.0 application. Measurement activities will begin with a measurement model (outer model), a structural model (inner model), and hypothesis testing (Ghozali, 2014). The results of the analysis will be presented in the form of tables and figures to make them more systematic and easier to understand.

RESULTS AND DISCUSSION

Respondent's Profile

The subjects in the study were BPS Batu Bara Regency statistical partners who had participated in BPS Batu Bara Regency activities at least three times. Based on the gender of the respondents, female respondents were 56,71 percent and male respondents were 43,29 percent. Based on age, there were 24 respondents aged 20–25 years, 12 respondents aged 26–30 years, 11 respondents aged 31–35 years, 10 respondents aged 36–40 years, and 10 respondents aged 46–50 years. Based on marital status, around 53,73 percent were unmarried, and 46,27 percent were married. In this study, BPS Batu Bara Regency statistical partners who became respondents with the latest education were S2 as many as 1 person, DIV or S1 as many as 27 people, and DI, II, and III graduates as many as 7 people. Thus, the number of

respondents who graduated from DI and above was 35, or 52,23 percent. The number of research respondents with high school education was 32, or 47,77 percent.

Research Conceptual Model

Based on the variables and measurements used in this research, a research conceptual model was formed, as shown in the path diagram below.
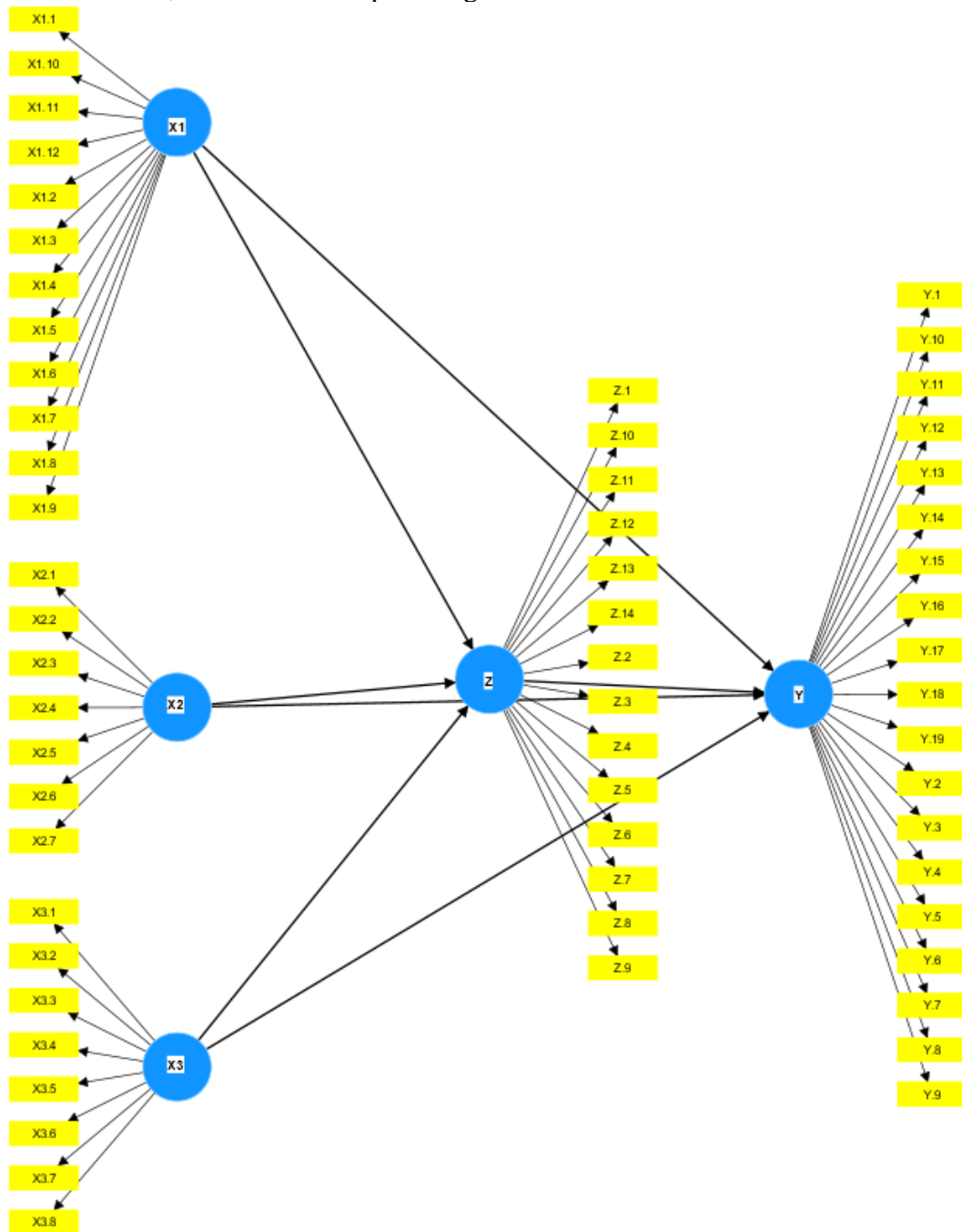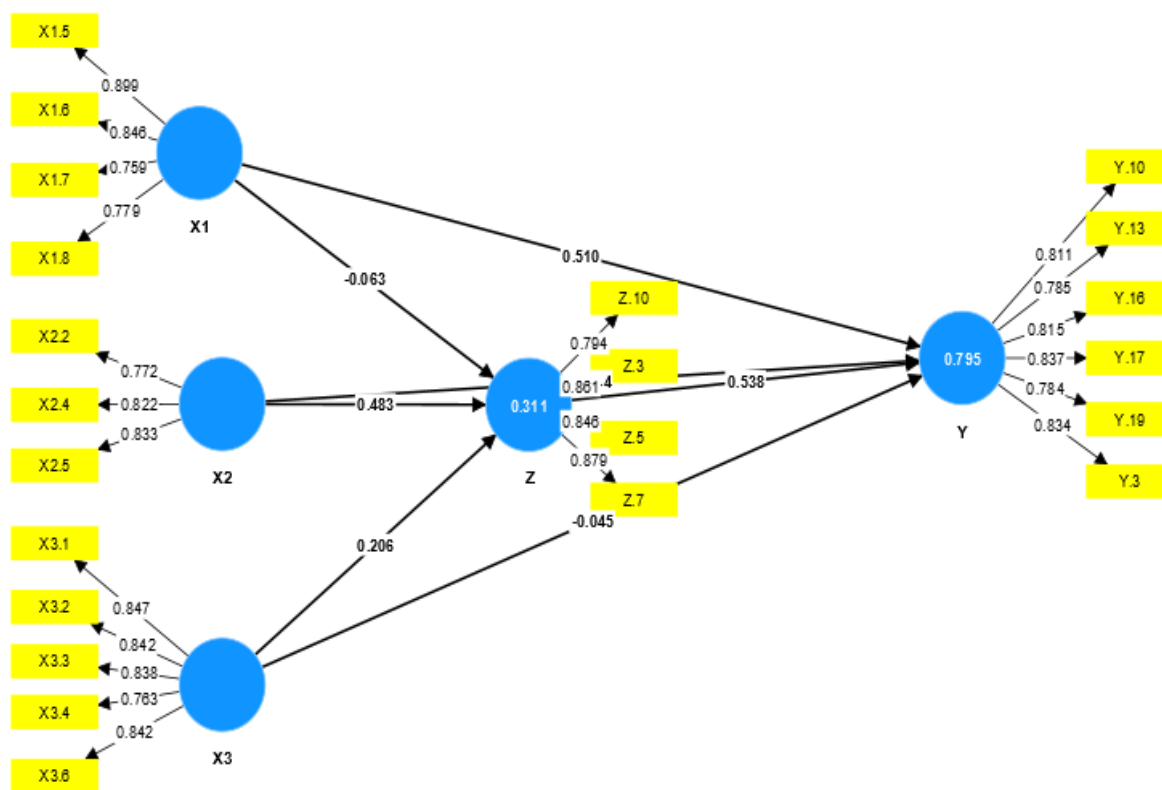

Source: Data analysis results obtaining using smartPLS 4.0 (2023)
Figure 1. Research Conceptual Model

Outer Model

Convergent validity testing can be seen using the outer loading value, or AVE value. If you use the outer loading value, then each indicator is said to be valid if the outer loading value is > 0,700. If the AVE value is used, each indicator will be said to be valid if the resulting AVE value is >0,5. In the first stage of testing, not all indicators had an outer

loading value > 0,700, so indicators were reduced to be used in the research model. The final graphical output obtained after all outer loading values are > 0,700 is as shown in the image below:

Source: Data analysis results obtaining using smartPLS 4.0 (2023)
Figure 2. The Final Graphical Output

Table 1. Outer Loading Value

Variable	Indicator	Loading Factor	Rule of Thumb	Result
Relational Competence (X₁)	X1.5	0.899	0.700	Valid
	X1.6	0.846	0.700	Valid
	X1.7	0.759	0.700	Valid
	X1.8	0.779	0.700	Valid
Work Flexibility (X₂)	X2.2	0.772	0.700	Valid
	X2.4	0.822	0.700	Valid
	X2.5	0.833	0.700	Valid
Mastery of Technology (X₃)	X3.1	0.847	0.700	Valid
	X3.2	0.842	0.700	Valid
	X3.3	0.838	0.700	Valid
	X3.4	0.763	0.700	Valid
	X3.6	0.842	0.700	Valid
Performance (Y)	Y3	0.834	0.700	Valid
	Y10	0.811	0.700	Valid
	Y11	0.785	0.700	Valid
	Y13	0.815	0.700	Valid
	Y16	0.837	0.700	Valid
	Y17	0.784	0.700	Valid
	Y19	0.811	0.700	Valid
Work Commitment	Z3	0.861	0.700	Valid

(Z)	Z5	0.846	0.700	Valid
	Z7	0.879	0.700	Valid
	Z10	0.794	0.700	Valid

Source: Data analysis results obtaining using smartPLS 4.0 (2023)

Table 2. Summary of Reliability Testing Results

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Relational Competence (X_1)	0.839	0.840	0.893	0.677
Work Flexibility (X_2)	0.758	0.822	0.850	0.655
Mastery of Technology (X_3)	0.884	0.890	0.915	0.684
Performance (Y)	0.896	0.897	0.920	0.658
Work Commitment (Z)	0.867	0.871	0.909	0.715

Source: Data analysis results obtaining using smartPLS 4.0 (2023)

A model is said to be reliable if it has an AVE value > 0,5 or a Cronbach's alpha value > 0,6. After reducing the indicators, the results obtained show that all instruments entered into the model have an outer loading value of >0,700, so it can be said that all instruments are valid. The results of data processing also show that the Cronbach's alpha value for all variables is > 0,6 and the AVE value for all variables is > 0,5, so all indicators can be said to be reliable. Based on the results of data processing, it can be said that the measurement model is valid and reliable.

Inner Model

Structural model testing is used to test the relationship between latent constructs. Structural model testing involves several calculations to determine the suitability of the model, such as the coefficient of determination (R square), effect size (F square), SRMR, and Q square value predictive relevance. Criteria for limiting the R square value: 0,67 (substantial), 0,33 (moderate), and 0,19 (weak). Criteria for f square value: 0,02 (small influence), 0,15 (moderate influence), and 0,35 (large influence). For the SRMR value, a model is said to have met the model fit test criteria if the SRMR value is <0,1. Criteria for Q squares are 0,02 (small), 0,15 (medium), and 0,35 (large).

Table 3. Summary of Model Fit Assessment Results

Variables	R-Square Adjusted	F-Square		Q-Square Predictive Relevance	SRMR
		Y	Z		
Relational Competence (X_1)		0.909	0.004		
Work Flexibility (X_2)		0.065	0.275		
Mastery of Technology (X_3)		0.007	0.047		0.098
Performance (Y)	0.795			0.500	
Work Commitment (Z)	0.311	0.973		0.124	

Source: Data analysis results obtaining using smartPLS 4.0 (2023)

Based on the table above, it can be concluded that relational competence, work flexibility, mastery of technology, and work commitment are able to explain 79,5 percent of

performance, while the rest is explained by other variables outside of this research. From the F-square value, the results show that relational competence has a large influence on performance, work flexibility has a moderate influence on performance, mastery of technology has a very small influence on performance, work commitment has a large influence on performance, relational competence has a very small influence on work commitment, work flexibility has a moderate influence on work commitment, and mastery of technology has a moderate influence on work commitment.

Furthermore, it can be seen that the Q square value for the performance variable is 0,500, which means the model in this research is very good at predicting performance. Meanwhile, the Q square value for the work commitment variable is 0,124, which means the model in this research is still not good at predicting work commitment. The final calculation is an SRMR value that is below 0,1, which indicates that the model used can be said to be fit or compatible with the data used.

Hypothesis Testing

This hypothesis testing stage is used to show the hypothesized relationship with simulation practice. Hypothesis testing using the bootstrapping method also aims to determine the direction of the relationship and the significance of the relationship for each latent variable. Hypothesis test output results using the smartPLS 4.0 application. For hypothesis testing, a statistical value with an alpha of 5% is used, where the t-statistic value used is 1,96. The criteria for accepting or rejecting a hypothesis are that Ha is accepted and H_0 is rejected when the t-statistic is > 1,96. To reject or accept a hypothesis using probability, Ha is accepted if the p-value is <0,05.

Table 4. *Path Coefficients*

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistiks (|O/STDEV|)	*P-values*
$X_1 \rightarrow Y$	0.510	0.508	0.085	6.015	**0.000**
$X_2 \rightarrow Y$	0.144	0.149	0.107	1.353	0.088
$X_3 \rightarrow Y$	-0.045	-0.044	0.060	0.739	0.230
$X_1 \rightarrow Z$	-0.063	-0.054	0.162	0.387	0.349
$X_2 \rightarrow Z$	0.483	0.497	0.160	3.013	**0.001**
$X_3 \rightarrow Z$	0.206	0.215	0.114	1.811	0.035
$Z \rightarrow Y$	0.538	0.523	0.105	5.144	**0.000**

Source: Data analysis results obtaining using smartPLS 4.0 (2023)

Based on the table above, the following results were obtained: First, the t-statistic value was 6,015 and the p-value was 0,000. The t-statistic value is >1,96 and the p-value is <0,05, so H_1 **is accepted**, which means there is a positive and significant relationship between relational competence and performance. Second, the t-statistic value was 1,353 and the p-value was 0,088. The t-statistic value is <1,96 and the p-value is >0,05, so H_2 **is rejected**, which means there is no positive relationship between work flexibility and performance. Third, the t-statistic value 0,739 and the p-value 0,230 were obtained. The t-statistic value is <1,96 and the p-value is >0,05, so H_3 **is rejected**, which means there is no positive relationship between technology mastery and performance. Fourth, the t-statistic value 0,387 and the p-value of 0,349 were obtained. The t-statistic value is <1,96 and the p-value is >0,05, so H_4 **is rejected**, which means there is no positive relationship between relational competence and work commitment. Fifth, the t-statistic value was 3,013 and the p-value was 0,001. The t-statistic value is >1,96 and the p-value is <0,05, so H_5 **is accepted**, which means there is a positive and significant relationship between work flexibility and work

commitment. Sixth, the t-statistic value was 1,811, and the p-value was 0,035. The t-statistic value is <1,96 and the p-value is <0,05, so H_6 **is rejected**, which means there is no positive relationship between technology mastery and work commitment. Seventh, the t-statistic value was 5,144 and the p-value was 0,000. The t-statistic value is >1,96 and the p-value is <0,05, so H_7 **is accepted**, which means there is a positive and significant relationship between work commitment and performance.

Table 5 *Specific Indirect Effects*

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistiks (|O/STDEV|)	*P-values*
X_1 -> Z -> Y	-0.034	-0.029	0.085	0.397	0.346
X_2 -> Z -> Y	0.260	0.261	0.099	2.614	**0.004**
X_3 -> Z -> Y	0.111	0.112	0.062	1.791	**0.037**

Source: Data analysis results obtaining using smartPLS 4.0 (2023)

Based on the table above, the p-value X_1 -> Z -> Y is 0.346, meaning that work commitment does not significantly mediate the influence of relational competence on performance. The p-value of X_2 -> Z -> Y is 0.004, meaning that work commitment significantly mediates the effect of work flexibility on performance. The p-value of X_3 -> Z -> Y is 0.037, meaning that work commitment significantly mediates the effect of mastery of technology on performance.

Discussion

Relational competence has a significant and positive effect on the performance of BPS Batu Bara Regency statistical partners. These results indicate that the better the relational competence possessed by BPS Batu Bara Regency statistical partners, the better the performance produced by BPS Batu Bara Regency statistical partners. The results of this study are in line with research conducted by Carter et al. (2011), which states that relational competence owned by employees has a positive and significant effect on performance. With good relational competence from employees of a company, it will improve the working relationship between employees, managers, and other stakeholders in the organization. In addition, the existence of relational competence also allows the exchange of knowledge between employees. Through the open questions presented in the research instrument, one of the things that shows that BPS Batu Bara Regency statistical partners have a good level of relational competence is the way they establish good relationships with respondents or data producers.

Work flexibility has no significant effect on the performance of BPS Batu Bara Regency statistical partners. These results are in line with research conducted by Malayuja et al. (2022) on the performance of employees in the Directorate General of Taxes at KPP Pratama Lubuk Pakam. The same results were obtained in this study that work flexibility had no effect on the performance of the Directorate General of Taxes at KPP Pratama Lubuk Pakam. This result is not in line with the results of research conducted by Nuraini (2017), which states that work flexibility has a positive and significant effect on performance. In an open question given to statistical partners of BPS Batu Bara Regency, an overview was obtained regarding the work flexibility owned by BPS Batu Bara Regency statistical partners. Statistical partners feel uncomfortable regarding the workplace and work duration. Regarding the flexibility of the workplace, BPS Batu Bara Regency statistical partners mentioned that they sometimes had to conduct data collection in places far from where they lived, so it took quite a long time to travel. In addition, there are several areas that are difficult to access, so in terms of place, the BPS Batu Bara Regency statistical partners feel less satisfied. In terms of

time duration, sometimes for some activities, BPS Batu Bara Regency provides a fairly short time duration, so that sometimes it makes statistical partners feel a little rushed in completing data collection in the field.

Mastery of technology has no significant effect on the performance of BPS Batu Bara Regency statistical partners. The results of this study are not consistent with the study conducted by Handayani et al. (2018), who conducted a study on the relationship between technology mastery and employee performance at PT Telkom Indonesia Manado Branch. The results showed that mastery of technology had a positive and significant effect on employee performance. The better the mastery of employee information technology, the higher the performance that can be produced by employees of PT Telkom Indonesia Manado Branch. However, the results of this study are consistent with the findings of Hernita et al. (2018) that technology mastery, both in terms of hardware mastery and software mastery, does not significantly affect the performance of Bappeda employees in Makassar City. Based on the open questions asked of respondents, it can be seen that they are more likely to collect data using paper or Paper Assisted Personal Interviewing (PAPI). Statistical partners of BPS Batu Bara Regency are not comfortable using data collection methods related to IT because they are afraid that the data that has been collected will be lost.

Relational competence has no significant effect on the work commitment of BPS Batu Bara Regency statistical partners. These results contradict several studies that state that relational competence has a positive and significant effect on work commitment. The results of research by Martini et al. (2020) show that relational competence has a positive and significant effect on the work commitment of weaving business actors in Bali. From the results of the data obtained from open questions on the instrument, it can be seen that the work commitment of the statistical partners of BPS Batu Bara Regency is not related to the relational competence they have. Most statistical partners of BPS Batu Bara Regency feel that they must be committed to BPS because the wages given are considered in accordance with the work. In addition, the work system at BPS Batu Bara Regency is transparent, working time can be more flexible, and the attitude of its organic employees, who are family-like, is an attraction for statistical partners.

Work flexibility has a significant and positive effect on the work commitment of statistical partners of BPS Batu Bara Regency. The better the work flexibility owned by BPS Batu Bara Regency statistical partners, the better the work commitment given. The results of this study are in line with the research of Ng et al. (2006), which shows that work flexibility owned by its employees has a positive and significant effect on employee work commitment. Mee Choo et al. (2016) conducted research related to the effect of work flexibility on work commitment by taking a sample of executives in the financial sector. From the research conducted, it was found that work flexibility has a positive and significant effect on employee work commitment. Based on the answers of statistical partners in the research questionnaire collected, it is known that the work flexibility applied by BPS makes them willing and able to stay as partners at BPS Batu Bara Regency. Working conditions at BPS Batu Bara Regency that are not binding regarding time really help statistical partners to continue working at BPS Batu Bara Regency without having to leave their main job.

Mastery of technology has no significant effect on the work commitment of BPS statistical partners in Batu Bara Regency. The results of this study contradict several previous studies where mastery of technology had a positive and significant effect on work commitment. Nugroho et al. (2019) conducted research to see the effect of mastery of technology on 160 employees of PT Deksha Orla Trangana. The results showed that mastery of information technology has a positive and significant effect on work commitment. Fatmah (2020) conducted research related to the effect of mastery of technology on work commitment at the East Java Sabilillah Education Institute. The results showed that mastery

of technology owned by employees had a positive and significant effect on work commitment. Statistical partners admit that the data collection system with the Computer-Assisted Personal Interview (CAPI) mode has not been an option for them. Statistical partners still feel that data collection in CAPI mode is a scary thing for fear that the data that has been collected painstakingly in the field will be lost.

Work commitment has a significant and positive effect on the performance of BPS Batu Bara Regency statistical partners. The higher the work commitment owned by BPS statistical partners of Batu Bara Regency, the better the performance given by BPS statistical partners of Batu Bara Regency. This research is in line with previous research conducted by Bandula & Jayatilake (2016), which shows that work commitment owned by company employees has a positive and significant effect on performance. Anggapradja & Wijaya (2017) show that work commitment has a positive and significant influence on the performance of PT INTI employees. The results of processing open questions show that one of the reasons why they are interested in becoming a statistical partner of BPS Batu Bara Regency is because BPS Batu Bara Regency always tries to simplify all matters that can be made easier without having to bump into Standard Operating Procedures (SOP) activities that have been determined.

In addition to obtaining the direct effect of the independent variable on the dependent variable, the smartPLS 4.0 application also presents the indirect effect between the independent variable and the dependent variable. Based on the results of data processing carried out on the answers of statistical partners of BPS Batu Bara Regency, three indirect effect results were obtained. First, work commitment does not significantly mediate the effect of relational competence on the performance of statistical partners of BPS Batu Bara Regency. Second, work commitment significantly mediates the effect of work flexibility on the performance of BPS statistical partners in Batu Bara Regency. Third, work commitment significantly mediates the effect of mastery of technology on the performance of BPS statistical partners in Batu Bara Regency. The results of this study are in line with research conducted by Tupti & Siswadi (2022), which shows that work commitment does not significantly mediate the effect of competence on performance. Maretasari & Ratmawati (2020) show that organizational commitment is able to mediate the effect of work flexibility owned by employees on their performance. Nugroho et al. (2019) show that organizational commitment is significantly able to mediate the effect of information technology on performance.

CONCLUSION

Based on the results of research and discussion, several conclusions are obtained. Relational competence directly has a significant and positive effect on the performance of BPS Batu Bara Regency statistical partners. Work flexibility directly has no significant effect on the performance of BPS statistical partners in Batu Bara Regency. Mastery of technology directly has no significant effect on the performance of BPS Batu Bara Regency statistical partners. Relational competence owned by statistical partners of BPS Batu Bara Regency does not have a significant effect on the work commitment of statistical partners of BPS Batu Bara Regency. The flexibility of work provided to statistical partners of BPS Batu Bara Regency has a significant and positive effect on the work commitment of statistical partners of BPS Batu Bara Regency. The work commitment of BPS Batu Bara Regency statistical partners has a significant and positive effect on the performance of BPS Batu Bara Regency statistical partners. Work commitment is not able to mediate the effect of the relational competence of BPS Batu Bara Regency statistical partners on their performance. Work commitment is able to mediate the influence of the work flexibility of BPS Batu Bara Regency statistical partners on their performance. Work commitment is able to mediate the

influence of the mastery of technology of Batu Bara Regency statistical partners on their performance.

From the results of the research conducted, there are several suggestions that can be considered for improving the performance of BPS Batu Bara Regency statistical partners. Relational competence has a direct influence on the performance of BPS Batu Bara Regency statistical partners, so it is important for BPS Batu Bara Regency to add relational competence indicators when recruiting statistical partners for all statistical activities carried out by BPS Batu Bara Regency. Work commitment also has a direct influence on the performance of statistical partners of BPS Batu Bara Regency, so BPS Batu Bara Regency needs to maintain a good relationship with statistical partners so that more partners have a high commitment to BPS Batu Bara Regency. For further research, it is hoped that it can add other variables so that it will provide more insight into matters that affect the performance of BPS Batu Bara Regency statistical partners.

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