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Research article

Performance Analysis of an Information Technology Support Team

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Abstract.
This study aimed to describe the competence of members of the information and technology support team at The Document Processing Center in order to optimize the performance of the team. Performance was analyzed based on competencies consisting of education, skills and motivation. Qualitative research methods were used with a descriptive approach. Data collection was through interviews, observations, document review and triangulation. The results of the study showed that the competence of the team members was already good, even though there was no established formal education or training and most did not have an information technology educational background. They were enthusiastic to learn and gain knowledge or skills from the team leader and fellow members, while they also carried out self-learning for their tasks. Their high motivation was evident from the fast service, which was thanks to skills they had learned. Their motivation could be higher if they receive rewards. The team members should receive a transfer of knowledge from once or twice a month to four times a month. In addition, to be reliable in providing services and anticipating changes in the external environment, The Document Processing Center could be supported by implementing job shadowing, coaching, mentoring, apprenticeships, work rotations, and committee assignments. Rotation policies should be in accordance with the expertise of the staff, such as placing a member of the support team who has an educational background into the information technology team.

Keywords: performance, competence, knowledge, skills, motivation

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1. Introduction

The government that conducts governance and development to achieve its objectives effectively and efficiently requires all capable resources, including human resource competencies, including adequate employee competencies, namely technical skills and knowledge, and hopefully by doing so good quality performance can be fully achieved or even exceeds the expectations of the organization. This goal can be met if it is supported by employee motivation and self-learning and as well as education and training program in increasing knowledge and technical skills suiable to their needed competencies. Fulfillment of high competence cannot be separated from the process of accepting State Civil Apparatus (ASN) which is truly selective, objective, there is

no element of nepotism and everything is carried out in accordance with applicable regulations and this is supported by the Law on State Civil Apparatus, namely Law number 5 years 2014 [1].

The Document Processing Center, hereinafter referred to as PPDDP was established based on the Regulation of the Minister of Finance of Finance number 84/PMK.01/2007 dated July 31, 2007 as lastly amended by Regulation of the Minister of Finance Number 176/PMK.01/2019 concerning Amendments to the Regulation of the Minister of Finance Number 167/PMK.01/2016 concerning the Organization and Work Procedure of the Document Processing Center. Based on those statutory regulations the task of PPDDP is receiving, scanning and recording documents, assuring quality of processing results, making data back-up, transferring data, and storing tax documents by utilizing information technology knowledge [2].

Tax Return (SPT) document processing consists of Periodic Tax Return of Value Added Tax (VAT), Annual Tax Return of Personal Income Tax (Form 1770, 1770 S dan 1770 SS), Annual Tax Return of Corporate Income Tax (Form 1771), Periodic tax income of Article 21/26, Periodic tax income of Article 23/26, and non-SPT required systems and competencies, especially those needed in PPDDP are those related to technology Therefore, to support the smooth running of digitization work at PPDDP, it is necessary to appoint and determine the composition of the Information and Technology Support Team, namely the Information and Technology Support Team, hereinafter referred to as the IT Support Team, which must have competence in the field of qualified information technology. The IT Support team must always be ready to handle various obstacles in the process of digitizing the processing of Notification Letter documents and hereinafter referred to as Tax Return and non-Tax Return are in physical form, namely paper. The competencies of the IT Support Team consist of (1) knowledge, (2) skills, (3) motivation.

Skills acquired by the IT Support Team in period 2012-2014 through formal training, workshops, transfer of knowledge which were attended by the Team Leader and senior team members who have worked since 2009 and 2011 or 8 to 10 years until now. In the period 2012-2014 there are: (1) the KOFAX team received training such as J2EE Java Programming Training, Workshop on Making SPT Templates using KOFAX Capture and KOFAX Transformation Module and others. (2) the Support Application Team received training such as Discussion on Supporting Application Development, and others, (3) the Infrastructure Team received training such as Computer Network Administration Training, Cisco SAN Switch Workshop and others, (4) the Database team received training such as Active Directory, Oracle Training and others, (5) the Quality Control team received training such as J2EE Java Programming Training and others.

After that there are either no more formal training or proposal of capacity building in information technology. Related to the provision of transfer of knowledge the official memorandum of the Head of PPDDP number ND-137/DDP/2019 dated March 13, 2019 regarding the Meeting Result Report (LHR) stated that employees in IT Support on average get knowledge and experience from Team Leader in the field of information technology that can support their working. It is necessary to hold a transfer of knowledge on a regular basis.

In relation to the knowledge that most team members do not have an Information Technology Education background, then how is the competence of team members to their performance and this will be analyzed and linked to the three internal factors of each individual, namely knowledge, skills, and motivation. To what extent is the competence of the IT Support Team members towards performance which is the reason for carrying out research with the title ”Performance Analysis on the Information and Technology Support Team on Performance at The Document Processing Center.

Identification of problems

1. Most of the team members do not have an educational background in Information Technology.

2. No formal training (Diklat) on information technology.

3. Technical skills in the field of information technology are obtained only through the transfer of knowledge from the team leader.

4. How is the motivation of team members compared to the team leader and/or senior employees?

Research question that how is the competence of members of the Information and Technology Support Team at The Document Processing Center on their Performance. The study aims is to find out the competence of members of the Information and Technology Support Team at The Document Processing Center on Performance and opportunities of performance improvement.

2. LITERATURE REVIEW

2.1. Policy Overview

The policy used in terms of performance management at the Ministry of Finance is the Decree of the Minister of Finance number 467/KMK.01/2014 concerning Performance Management [3]. Performance management guidelines include organizational performance management and employee performance management, for all Echelon I Units

and/or employees within the Ministry of Finance and Minister of Finance Regulation Number 176/PMK.01/2018 concerning the Mechanism of Position Determination and Ranking for Implementers within the Ministry of Finance [4].

The Performance Assessment is an assessment of organizational and employee performance on performance achievements compared to the targets set in the monitoring period. The output of the performance appraisal is in the form of Employee Performance Value, Employee Performance Value, Organizational Performance Value, Employee Evaluation Value. The scope of employees in managing employee performance is the assessment of employees within the Ministry of Finance who have Performance Contracts and employees who are on Study Tasks, while the Components of Employee Performance Assessment are Employee Performance Achievements (CKP) and Behavioral Value (NP).

CKP is a consolidation of the achievement index of all KPIs, namely the comparison of KPI realization with the recognized target of each KPI by taking into account the polarization of the KPI on the Performance Contract of officials/employees within the Ministry of Finance. CKP is obtained from the calculation of the achievement of the Main/Key Performance Indicators (KPI) in one or more Performance Contracts or the Academic Achievement Index of the employee concerned. The KPI Achievement Index has been determined as follows the maximum number is 120 and the minimum number is 0.

Behavioral Value (NP) is a value based on six elements of daily employee behavior assessment in supporting their performance. The six aspects are service orientation with behavioral standards: Stakeholder Orientation and Quality Improvement; integrity with standards of behavior Integrity; commitment to behavioral standards Commitment; discipline with standards of behavior Policies, Processes, and Procedures; cooperation with standards of cooperative behavior and collaboration and drive to results; and leadership by behavioral standards: Leadership, Relationship Building, Visioning, Managing Change, Problem Solving Analysis, Empowering Others. For implementers there is no element of leadership.

The maximum behavior value is as: component are Employee Performance Value (NKP) is 120 and The value of the work performance of civil servants is 100.

Assessment other than CKP are by:

2.1.1. Employee Performance Value (NKP)

The NKP formula is obtained from the sum of CKP and NP after weighting, namely (70% x Annual CKP) + (30% x Annual NP) and is calculated annually

2.1.2. Employee Work Performance Value (NPKP)

To assess the work performance of employees of the Ministry of Finance based on Government Regulation No. 46 of 2011 obtained through the addition of the Employee Work Target Value with NP after weighting.

NPKP calculation formula = (60% x Annual SKP) + (40% x Annual NP)

Performance Status Employee Performance Value (NPKP). The NPKP Performance Status are:

1. 91 NPKP < 120 Excellent Performance
2. 76 NPKP < 91 Good Performance
3. 61≤ NPKP <76 Enough Performance
4. 51≤ NPKP <61 Poor Performance
5. 0 NPKP < 50 Poor Performance

NSKP formula = KPI Achievement Index + Additional Assignment Score + Creativity Score

NPKP formula = (Annual SKP x 60%) + (Annual NP x 40%)

NEP formula = 25% NKO + 75% NPKP

NEP Criteria:

a) Good if NEP 85, NPKP 76

b) Medium if 70 NEP < 85, NPKP 76

c) Less if NEP < 70 or NPKP < 76

2.2. Theory Overview

The level of employee performance is highly dependent on two factors, namely the ability of the employee himself, such as the level of education, knowledge, experience, where the higher the level of ability the higher the performance will be. Another factor is employee work motivation, namely encouragement from within employees to do work.

With high work motivation will have high performance and vice versa, so the two factors, namely motivation and ability have a positive relationship (Robbins, 1996: 218) [5].

Otley (Mahmudi, 2015, p.6) states that performance is the entire execution of work and its results [6] while Wibowo (2013, p.6) states that performance is an activity and work achievement [7]. Performance is the tasks performed and the manner in which they are carried out. Based on those statements performance is the implementation of work, which in this research is carried out with the skills of the IT Support Team and the results need measurement namely Key Performance Indicators (KPI).

Davis (Mangkunegara, 2011, p.67) states that the formulation of performance is ability and motivation. The motivation is behavior and working conditions, while ability is knowledge and expertise (skills) [8].

According to Mc. Cleland (Sedarmayanti, 2019, pp. 150-151), Competence is:

1. Skills to do the best.
2. Knowledge that is owned by someone.
3. Social roles, the image that a person reflects on others.
4. Self-image that is people's view of themselves.
5. Traits/Treats
6. Motive [9].

Based on the theory of McCleland and Robbins, the research on Performance Analysis of the IT Support Team that discusses competencies includes competencies (Education, Training), skills, behavior (motivation) and work roles (performance). Competence in analyzing the performance of the IT Support Team in this case is technical competence (hard competence). The IT Support Team's performance is analyzed based on competencies which include, knowledge, and motivation. The following is the discussion, namely:

2.2.1. Knowledge

a. formal education

Sutrisno (2016, p.62) states that education is an activity to increase theoretical understanding and problem-solving skills related to work goals [10]. Siagian (2018, p.12) states that information technology is developing very quickly compared to the past era and computers are "the most important thing". The development of hardware technology is

very rapid with various types of computers such as sophisticated notebooks [11]. Based on the various theories above, in this study information technology is a skill used by the IT Support Team to do digitization of document processing in PPDDP.

b. Education and training (training)

Sedarmayanti (2019, p.187) states that although employees are able to carry out their work satisfactorily, they still must develop knowledge, skills, attitudes through education and training. Technological developments must therefore be followed by employee competence so that they are not left behind. Employees need training as short-term education to learn operational technical skills systematically, while managerial employees learn concepts and theories as long-term education. Technical Skills are occupational abilities that are psychomotor in nature, so they are obtained through courses, training or from work [9].

Irawan (2000, p.8) states that education aims to provide knowledge for students, long time, theoretical for the future, while training for employees to provide specific knowledge and skills, short time, direct practice, and as soon as possible utilized [12]. Werther et al. (Sedarmayanti, 2019, p.188) says that training is preparation for work now, while skills and behaviors are needed for development preparation [9].

2.2.2. Skills

According to Robbins, there are four skills, namely (1) Basic Literacy Skills that are basic skills such as writing, reading, counting and others, (2) Technical skills that are skills obtained by technical learning, for example operating a computer and others, (3) Interpersonal ability that is the ability to communicate with other people, (4) Problem solving that is solving cases logically [13].

2.2.3. Motivation

McClelland as quoted by Mangkunegara (2001, p. 68), states that work achievement is positively correlated with achievement motives, namely as a driver of individual activities to achieve. Mc. Clelland argues that there are six characteristics of highly motivated individuals, namely: 1) Great responsibility 2) No doubts about risk 3) Clear goals 4) Having a comprehensive work plan and striving to achieve Dubrin's goals 5) Using real feedback in using feedback significantly on work activities 6) Creating opportunities to realize the plans that have been scheduled [8]. Based on McLelland theory which states that work achievement (performance) has something to do with achievement

motive (motivation) or in other words motivation as a driving force for achievement. This theory is in accordance with this study that motivation is one of the factors for high-performing employees.

Rewards as a form of motivation could be mutations, promotions or rotations and others. If employees stay in one position in a long period, they will feel boring because they never try new things and their career will not raise. Sastrohadiwiryo (Kadarisman, 2012, p. 68) explains that transfer is a staffing activity connecting with the transfer of functions, responsibilities, and employment status so that the employee gets optimal satisfaction and can achieve optimal performance for the organization [14]. Hasibuan (Kadarisman, 2012, p.70) states that transfers include employee development to be effective and efficient [14].

Promotion is one of the mutation factors, Samsudin (Kadarisman, 2012, p.127) explains that promotion is a change of position with a higher rank and responsibility [14]. Lazear was quoted by Nanle et al in the Journal, 2018 namely: ”Promotion is the shifting upward of an employee to a job of better significance and better compensation [15]. According to Mathis and Jackson quoted by Aini Nur et. al. in the Journal, 2015 that ”rotation in work is the transfer of a person from one task in one place to a different task and place” [16].

3. Method

3.1. Research Method

The method used by the researcher is qualitative. Creswell (2017, p.4-5) states that Qualitative research itself is methods for exploring social problems, the stages include various important efforts, for example asking several questions and procedures, collecting special data from participants, analyzing data inductively starting with various topics. specific to general topics, and interpret the meaning of the data. The final report of this research has a flexible form and pattern. Participants in this study must carry out research in an inductive style, prioritizing individual meanings and interpreting complex problems (adapted from Cresswell, 2007) [17].

Creswell (Martono, 2016, p.12) suggests that in qualitative research, actions do not always have to be done sequentially such as collecting data, reviewing data, and making reports. Qualitative research always reflects on the findings of the data obtained. The method used is a qualitative method with a descriptive approach, namely research that describes carefully, rationally, empirically, and systematically about reality [18]. According

to Sugiyono (2010, p.1) that 'Qualitative research method is a method of researching the state of natural objects and researchers are key instruments, data collection techniques are carried out by triangulation (unification), data analysis is inductive, and qualitative research results pay more attention to specific meaning than generalization [19].

3.2. Collection Data Technique

This research was carried out by means of data collection techniques, namely interviews and observations and document review. The data is a source of information which is a fact to be used as a tool for solving problems or answering research questions, while according to Scott (Martono, 2016, p.80) "documents are objects or written records". Documents can be in the form of reports, official letters, recorded speeches, photos, regulations and others [18].

Research data when viewed from the source consists of:

3.2.1. Interview

Interviews were conducted to validate the various available documents and to collect in-depth information regarding the themes in this research

3.2.2. Observation

Observation is one of the most important methods of collecting data on the presence of researchers, which Moleong said that in qualitative research the presence of the researcher himself or the help of others as a data collection tool or research instrument is the most important because it takes notes what is happening, collects data through sight, taste, hearing. and others. Observation if needed can use hidden camera.

There are several methods of observation, namely structured observation, unstructured observation, participating observation, and non-participating observation.

According to Philips et.al. (Martono, 2016, p.242), said that observations must be planned, so that they are effective, observers must understand, perceive and report what they see, review behavior to summarize and report the results and minimize the influence of observers [18].

3.2.3. Document Review

Document review is a data collection technique in the form of reports, official letters and applicable laws and regulations as well as archives that are related to questions. The researchers used the document review to compare performance of team members with and without Information Technology educational background. Reports such as data on number of employees, education level, type of formal training or training and transfer of knowledge, assessment results and performance status in the form of CKP, NKP, NPKP, NKO and NEP.

3.3. Data Processing and Analysis Techniques

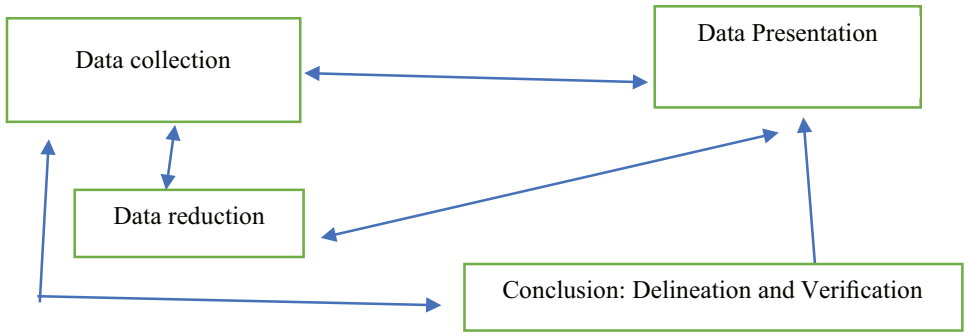

Figure 1: Miles and Hubberman Model Analysis Procedure. (Source: Miles and Huberman (1994) [18, 20].)

3.4. Triangulation

According to Bryman and Rothbauer (Martono, 2016, p. 324) ”triangulation is expressing phenomena through different or unequal methods”. As for data triangulation, according to Denzin (Martono, 2016, p. 324), data triangulation consists of three types, namely: (1) Triangulation technique, (2) Triangulation of sources, (3) Triangulation of time [18].

3.5. Research Instruments

The qualitative research instrument is the researcher and the interview guide is a tool. The research instruments in this study were the researcher, interview guide, document review guide, observation guide and other supporting tools in research.

4. Results and Discussion

Researcher conducted a document review based on the performance appraisal data, and treat J as acomparison considering J has a D III formal education on Information Technology. There were some members who did not have an information technology education background that performed better than J, while others performed below the J score. and other members, including employees with good performance scores. It seems that members who do not have an information technology education background have been able to adapt to different fields of work with their basic education, of course there is a learning process for these members. Below is a research based on the formula with the results of the percentage comparison of CKP and NKP of team members.

Data analysis is an urgent element in carrying out this research stage and conclusions can be drawn. What is being researched is the Performance Analysis of the IT Support Team at The Document Processing Center. Researcher conducted interviews through face-to-face, What's App, and email, Due to increasing of Covid-19 cases and P. Java became a Covid Emergency Area more interviews without face-to-face have to be done. Research data such as results of interviews with key informants and members of the IT Support Team, observations, and documents will be used to analyze Performance of the Information and Technology Support Team at The Document Processing Center. The results of the interview are as follows:

Competence according to the work requirements is good. Employees with educational background in accounting or taxation do self-learning well. There has been a transfer of knowledge problem when there was a mutation, but improvements have been made where there are at least two employees who skillfully the same specialization. The competence of members of the IT Support Team is generally good and well handle the problem they encountered. The competence of the members of the IT Support Team is good in finishing the works (tasks). Maybe what needs to be paid attention to is related to building/perfecting internal applications because they are learned independently and will be better by training. So far there have been no unresolved issues. It is in accordance with the Job Description.

In general, it is good. Regarding the old applications that are still needed by the Storage Section have been closed while the current application server is located at the head office, coordination and handling together with the Directorate of Technology, Information, and Communication is required. According one informant competence of IT Support Team members are very low. The same informant also stated that the training provided was quite a lot, the problem is just that the interest of team members,

most of whom did not have an IT background, was very low in learning things related to information technology. Other informants generally stated that the competence of the team members was good and fulfilled to support their work, while there were no unresolved problems related to information technology. In completing the work, the competencies possessed by the IT Support Team are good and in accordance with the duties of each team. So far, all works related to the IT Support Team can be resolved properly and there are no problems that can hinder the team's work.

These competencies will be analyzed and discussed through knowledge, skills, and motivation. Knowledge and Skills as part of competence, knowledge and skills are influenced by the education undertaken

a. Early Education (Formal)

Employees in the IT Support Team as of July 2020 consist of (1) the KOFAX team consists of 5 employees, consisting of 2 employees with D III Accounting Tax, 1 D III Accounting, and 2 Tax D I employees with 9 months working period in IT. 10 years 1 month. The Kofax TEAM graduated in 2008, 2012, 2013, 2014, and 2016 and entered IT from 2009, 2013, 2014, 2017, 2018, (2) the Support Application Team as many as 4 employees consisting of employees with initial education D III Tax as many as 1 employee, D III Information Technology as much as 1 employee, Tax (D III Special) as many as 1 employee, and DI Tax as many as 1 employee with a tenure in IT between 1 year 10 months sd 10 years 1 month. The APP team graduated in 2008, 2017, and 2018 and entered IT in 2009 and 2018, (3) the Infrastructure Team of 3 employees consisting of employees with initial education D III Tax as much as 1 employee and D I Tax as much as 2 employees with a period of work in IT between 1 year 10 months to d. 10 years 1 month. The Infrastructure Team graduated in 2008, 2015, and 2016 and entered IT in 2009, 2016, and 2017. (4), the Database team consists of 3 employees consisting of employees with initial education D III Tax as much as 1 employee and D I Tax as many as 2 employees with a working period of 9 months to 8 years 9 months. Database team graduated in 2006, 2013, and 2016 and entered IT in 2011, 2014, and 2017 (5) the Quality Control (QC) team consists of 4 employees consisting of 2 employees with initial education of D III Tax, 1 employee D III Accounting, and 1 employee D I Tax with a working period of 3 years to 3 years. 10 years 1 month. The QC team graduated in 2008, 2012, 2016, and 2017 and entered IT in 2009, 2013, 2017, and 2018.

Relationship of early education to performance

J is a member of the IT team from the Support Application Team (APP) with an educational background in Information Technology, while the others are team members with an educational background in Tax and Accounting. Below are the results of J's

performance assessment compared to team members who do not have an Information Technology background.

CKP is performance achievement, while NKP, NPKP combine performance with behavioral values with different weights, while NEP is influenced by individual performance, behavioral values and organizational performance values.

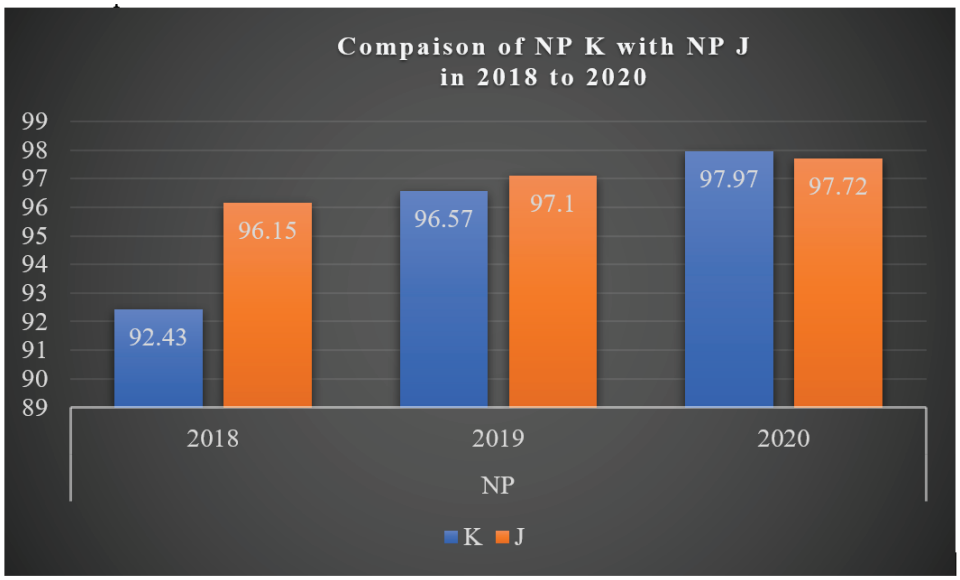

Figure 2: Comparison of CKP and NKP with CKP and NKP J in 2018 to 2020.

CKP K in 2018 and 2019 is above CKP J, CKP K in 2020 is the same as CKP J. K in 2018 was in the Infrastructure Team, then in 2019 moved to the APP Team to join with J.

NKP K from 2018 s.d. 2020 higher than NKP J.

Although CKP K in 2020 is the same as CKP J of 106.04, NKP K is higher than NKP J because of NP as shown in the NP comparison table below:

So, CKP K in 2020 is the same as CKP J, but NKP K in 2020 is higher than NKP J because of the difference in NP in 2020, namely NP K in 2020 (97.97) is higher than NP J in 2020 (97.72).

K in 2018 was in the Infrastructure Team, then in 2019 moved to Team APP joining J, meaning K is a higher performer in the Infrastructure Team and APP.

So, even though K has a tax education background, his performance can outperform J, who has a D III education in Information Technology and K is the only one whose NKP is above J's NKP from 2018 s.d. 2020. K was in the Infrastructure Team (2018) and in the APP Team (2019 to 2020). This proves that even though they do not have an educational background in Information Technology, they can outperform people with a background if they want to learn knowledge that supports their field of work.

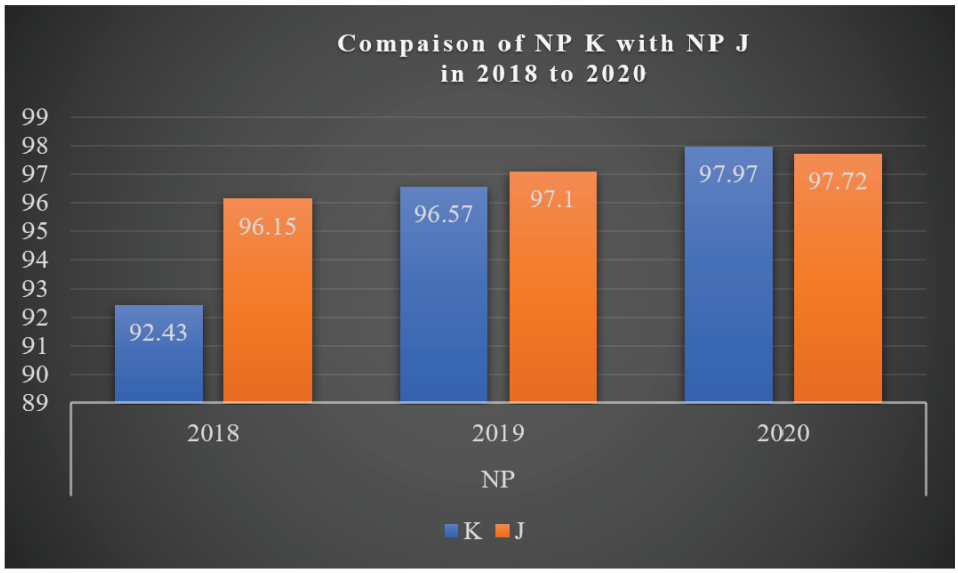

Figure 3: Comparison of NP K with NP J in 2018 to 2020.

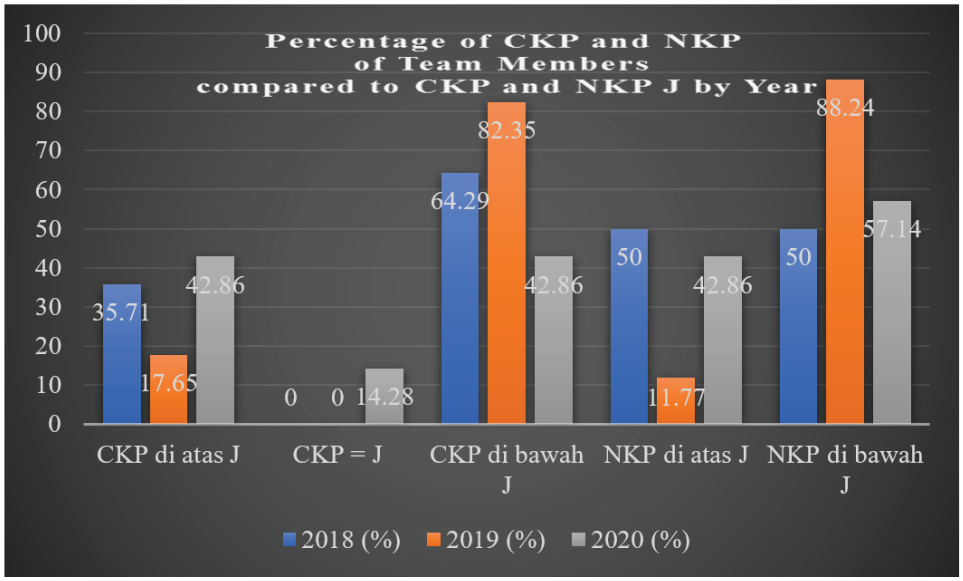

Figure 4: Percentage of CKP and NKP of Team Members compared to CKP and NKP J by Year.

2018

The percentage of team members CKP above CKP J in 2018 was 35.71%

The percentage of CKP team members is the same as CKP J in 2018 of 0%

The percentage of team members CKP under CKP J in 2018 is 64.29%

The percentage of NKP team members above NKP J in 2018 is 50%

The percentage of NKP team members under NKP J 2018 is 50%

2019

The percentage of team members' CKP above CKP J in 2019 was 17.65%

The percentage of team members' CKP is the same as the 2019 CKP J of 0%

The percentage of team members' CKP under CKP J in 2019 is 82.35%

The percentage of NKP team members above NKP J in 2019 is 11.77%

The percentage of NKP team members under NKP J in 2019 was 88.24%

2020

The percentage of team members' CKP above CKP J in 2019 was 42.86%

The percentage of CKP team members is the same as CKP J in 2019 of 14.28%

The percentage of CKP team members below CKP J in 2020 is 42.86%

The percentage of NKP team members above NKP J in 2020 is 42.86%

The percentage of NKP team members under NKP J in 2020 is 57.14%

CKP team members in 2018-2020 under CKP J from 64.29% to 82.35% and 42.86% shows an increase in performance achievement although it is still below 50%. In 2019 there was a decrease in the percentage of CKP due to the entry of new members, of course, the adaptation period was relatively short, while in the following year (2020) the number increased, which means there is still an opportunity to improve performance achievements in the following years in line with the transfer of knowledge.

The NKP team members from 2018 to d. 2020 under NKP J from 50% to 88.24% and 57.14% shows there is an increase in the value of employee performance because it is already above 50%. In 2019 there was a decrease in the percentage of NKP due to the entry of new members, of course, the adaptation period was relatively short, while in the following year (2020) the number increased which means there is still an opportunity to increase the value of employee performance achievements in the following years. Other than that, all NEP team members in 2018, 2019, and 2020 have good criteria because NEP is more than 85.

At first there were employees who felt that the transfer/placement was not right with their educational background which is not Information Technology and think the initial placement should be in accordance with competence. due to differences in competence between seniors and juniors in the Database Team because of Seniors acquired skills by obtaining training such as Active Directory, Programming, Oracle Training and others, but gradually Team members can adjust to their scope of work with good effort and willingness to learn. Often members of the IT team experiencing obstacles and sometimes difficulties in their tasks ask for help from friends who are more experienced abd skillfull or looking for by searching in internet so that the problems can be resolved. It seems that different education background is not a obstacle to

completing the assigned tasks as long as the employees are eager to improve their knowledge and skill.

There seems to be a difference in efforts to increase knowledge and skills between the period 2012 to 2014 and the years after. The absence of training in the form of training or workshops is also a concern of team members. They requested that there be formal training in the form of training or workshops, besides that the transfer of knowledge is also carried out as often as possible, so that there is an increase in competence in the form of knowledge and skills that can support their performance. In a previous study by Andi Milu Marguna on the Effect of Digital Competence (e-Skills) on Librarian Performance at the Hasanuddin University Library, it was recommended that knowledge and skills be improved through technical training [21] but of course if there is a budget that is allocated to organize the training.The transfer of knowledge that is expected by team members is 4 times a month, while the transfer of knowledge is still only 1 to 2 times a month. In addition, so that PPDDP can be reliable in providing services and anticipating changes in the external environment if the central office does not have a budget, it is supported by the implementation of the concept of job shadowing, coaching, mentoring, apprenticeship, work rotation, committee assignments.

With regard to services to stakeholders, the team can carry out well, all problems can be resolved with varying time depending on the level of difficulty, If there are problems, team usually consults or asks for assistance from related parties both internal and external (vendors), or searchs through internet. The team tries to solve every problem so as not to hinder the smooth flow of existing work.The completion of the work seems to depend on the motivation of the team members. The team's motivation to immediately complete work and resolve existing problems is driven by the awareness that delays or delays in a stage of work will hamper the overall work flow. To keep motivation high, it requires a good role from the leadership and an appreciation for the well done work. The award or appreciation given can be in the form of a career path or higher competence. Leaders also play a role so that team synergy in work is maintained and getting stronger. In addition, a good mutation or rotation policy is needed to optimize team performance.

The observation method used is the non-participating observation method. Even though the IT team does not have an information technology education background, they can adjust even though they initially experience obstacles. Competencies include skills, in this case the technical skills of members of the IT Support Team are good even though improved by self-learning and transfer of knowledge without training or formal

training and the like such as team leaders who already have a working period of 9 to 10 years since they are included in the IT team 2009 received.

The researcher observes that if there is a problem with the stakeholder it is always resolved properly and thoroughly within 1 to 2 days. The service is responsive and very fast except for the application because it must be coordinated with the Directorate of Technology, Information, and Communication. In addition, they have motivation and they are always enthusiastic in being serious both in understanding the skills acquired through the transfer of knowledge and for motivation from the leadership, for example, promotion mutations or transfers or promotions have become the attention of the leadership, although mutations are not always pleasant for employees. As with previous research in 2015 conducted by Siti Fatmah on Teacher Performance Analysis at SMK Alkhairaat Parigi, Parigi District, Parigi Moutong Regency, with this research it is hoped that there will be an increase in the ability factor, namely knowledge and skills and motivation so that performance can increase (high) [22].

5. Conclusions

1. (a) Knowledge of IT Support team members in the field of information technology is obtained from self-taught (independent) learning via the internet or asking team leaders, senior employees, and fellow members.

   (b) The skills of IT Support team members are obtained by transfer of knowledge once or twice a month from the team leader.

   (c) The motivation of IT Support team members is high and enthusiastic about learning and adding knowledge and skills in the field of information technology as evidenced by the smoothness of the work.

6. Recommendations:

1. (a) Team members increase their knowledge by taking information technology courses outside the office independently.

   (b) Transfer of knowledge from once or twice a month to four times a month. In addition, so that PPDDP can reliably provide services and anticipate changes in the external environment, it is supported by the implementation of the concept of job shadowing, coaching, mentoring, apprenticeship, work rotation, committee assignments.

(c) High motivation of IT Support team members is maintained.

(d) More IT Support Team members have an educational background in Information Technology so that they are more suited to the work of the IT Support Team.

(e) Placement in mutation/rotation policies according to their expertise, so that they are more precise and can improve their performance.

(f) Further research is needed in more depth for competency factors other than knowledge, skills, and motivation that affect performance such as traits/characteristics, namely behavior.

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