

# The Influence of Digital Competency on Digital Human Resources Transformation of Employees of the Department of Agriculture and Food Security of Karawang

Yulia Nur Fadilah<sup>1</sup>, Uus Muhammad Darul Fadli<sup>2\*</sup>, Ery Rosmawati<sup>1</sup>

<sup>1</sup> Management Study Program, Faculty of Economics and Business, Universitas Buana Perjuangan Karawang, Jl. HS Ronggo Waluyo, Teluk Jambe, Karawang 41361 West Java, Indonesia

\*Corresponding Author: [uus.fadli@ubpkarawang.ac.id](mailto:uus.fadli@ubpkarawang.ac.id)

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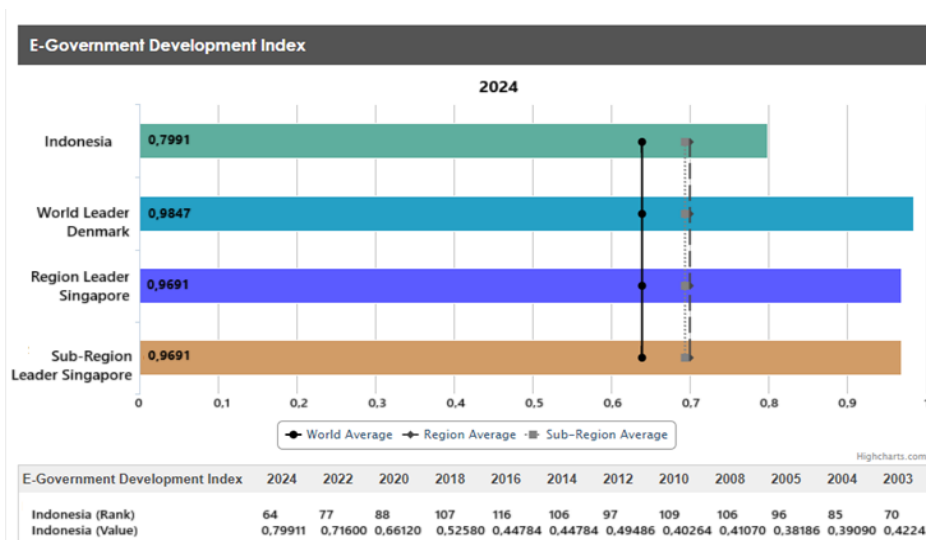
Digital Competence, Transformation, Digital HR

## Abstract

With the advancement of technology, HR management must consider its impact on HR performance capabilities through employee competencies. This study aims to analyze the influence of employee digital competencies on digital HR transformation in the government sector. This research method uses a quantitative descriptive method. The research locus is the Karawang Regency Agriculture and Food Security Service, which has a population of 98 employees. The sample used was 96 respondents. Data were collected using a questionnaire via Google Forms. Furthermore, the data were analyzed using Structural Equation Modeling (SEM) with the SmartPLS 4 tool. The results of the study showed that digital competency had a significant effect on digital HR transformation. The implementation of digital HR transformation showed good results at the Karawang Agriculture and Food Security Service because the digital competencies of employees were already competent in several aspects. This study can be a reference for similar research for further studies, especially in supporting more effective government performance.

## 1. Introduction

Digitalization in information and communication technology plays an important role in helping humans overcome various challenges. Therefore, the Indonesian government seeks to improve the quality of public services by developing technology-based systems. One of these efforts is the implementation of an Electronic-Based Government System (SPBE) or e-government services that are more effective and facilitate public participation in various fields (Arifin et al., 2022).



**Figure 1** E-Government Survey Development Index 2024  
(Source: The United Nations E-Government Survey 2024)

Based on Figure 1, the 2024 E-Government survey shows a significant increase in Indonesia's position, from 77th in 2022 to 64th in 2024. This reflects the efforts to develop and implement SPBE, which are running well, as well as the results of the hard work and collaboration of the SPBE implementation team in ministries, institutions, and local governments. This is an important marker that digitalization must be realized, especially in government, so that public services continue to improve (Humas, 2022).

In government, the Agriculture and Food Security Service has a strategic role in developing and improving agriculture and the regional economy (Safitri et al., 2024). To keep up with technological developments, the Karawang Agriculture and Food Security Service has implemented SPBE or E-Government, especially in the scope of employee performance, namely the use of the SIAP, Pare, and SIM-ASN applications (Maulana, 2024).

In human resource management, attention to ongoing technological advances and their impact on the workforce is critical. Organizations that seek to develop or update technology require human resources with adequate technical skills and knowledge (Yusuf et al., 2023). This includes the application of digital technology to optimize, accelerate access to information, and improve the quality of services provided to the community (Khalida et al., 2023). Although digital HR transformation is not an easy thing, it is very necessary to support the success of digitalization at the Agriculture and Food Security Office, which must be supported by employee competence (Damanhuri & Hartono, 2022).

Digital competence for ASNs and non-ASNs in Indonesia is an urgent need to support the management of public sector HR in the digital era. The use of digital technology requires strategic and structured steps to accelerate the transformation of more adaptive and efficient HR management. (Herwanto et al., 2024). This is certainly related to the problem of digital competence of the Karawang Agriculture and Food Security Service; considering that the agency has implemented E-Government, it is necessary to improve the ability of its employees to adapt to new technologies in order to meet the demands of better services and be responsive to community needs.

Research conducted by Arunya et al. (2023) suggests that digital HR transformation increases the efficiency and effectiveness of HR tasks, encourages HR to be more strategic and adaptive in supporting work processes, and strengthens work relationships. In addition, research by Yusuf et al. (2023) shows that digital HR has a positive and significant influence on SMEs in Indonesia. Then Ritonga et al. (2023) explained that digital transformation can facilitate services at Disdukcapil and digital competence have a very close relationship, especially with the ability to use digital public services. Baharrudin et al. (2021) stated that employees in the Central Java Province Dispermades were not affected by digital competence. In contrast, research by Elisnawati et al. (2023) at BPSDM South Sulawesi found that digital competence has a significant effect on employee performance.

Differences in the results of previous studies were found, which stated that digital competence had a significant effect (Ritonga et al., 2023), and some did not have a significant effect (Baharrudin et al., 2021). In addition, there has been no direct research related to digital competence with aspects of its employees towards digital HR transformation in the Karawang Agriculture and Food Security Service sector. The novelty of this research is the importance of digital competence in facing digital HR transformation at the Karawang Agriculture and Food Security Service, which has not been widely discussed in previous studies. In addition, this study will use quantitative methods to produce comprehensive findings with analysis techniques using Structural Equation Modeling (SEM), applying the Partial Least Square (PLS) method using the SmartPLS 4 application.

Based on the background above, this study aims to analyze the influence of employee digital competence on more optimal digital HR transformation in the government sector of the Karawang Regency Agriculture and Food Security Service.

## 2. Literature Review

According to Hasibuan (Marnisah, 2020), human resource management is the art and science of directing worker activities to achieve organizational goals. Mathis and Jackson (Andriani et al., 2022) define human resource management as the process of designing formal systems to maximize employee potential. Simamora (2019) states that human resource management is a strategy to optimize human resource potential in order to achieve strategic goals. Based on several definitions above, human resource management is the art, science, and strategy of designing formal systems that direct and optimize employee potential in order to achieve strategic organizational goals.

### 2.1 Digital Competence

According to Mazurchenko et al. (2020), digital competence is the ability to be independent and creative in using information and communication technology to carry out tasks and solve problems, collaborate effectively, critically, creatively, independently, flexibly, and ethically in various work activities. Meanwhile, according to Cohen & Borini (2020), digital competence is the ability to use digital media, communication, and networks to search, create, evaluate, and utilize information wisely, carefully, healthily, and legally in everyday interactions. According to Damanhuri and Hartono (2022), digital competence includes knowledge about the effective use of digital tools and a positive attitude towards technology to create digital works. Based on several definitions above, digital competence is the ability to be independent and creative in using information and communication technology effectively, wisely, and legally to complete tasks, solve problems, collaborate, and create digital works with a positive attitude towards technology.

According to Audrin et al. (2024), dimensions and indicators of digital competence are (1) use of technology with competence indicators of hardware and software use, (2) cyber security with competence indicators of where institutional data and personal data are, (3) communication with competence indicators of interaction and sharing using digital devices.

### 2.2 Digital HR Transformation

According to Ummah (2019), digital HR transformation is a process of change in human resource management by utilizing technology to improve efficiency, effectiveness, productivity, and agility in carrying out traditional HR management roles as a result of technological literacy and competence in HR analytics. According to Sumaryono (2024), digital HR transformation is the process of managing all human resource activities by utilizing information technology, applications, and the internet through innovations that aim to digitize HR practices. Meanwhile, according to N. Lilis et al. (2024), digital HR transformation is a new approach to HR management that integrates digital technology with proven management practices to increase efficiency. Based on several definitions above, digital HR transformation is human resource management that integrates traditional management with digital technology to increase efficiency, effectiveness, and productivity. This process includes HR digitalization, business management, work culture, and employee experience in accordance with modern technological developments.

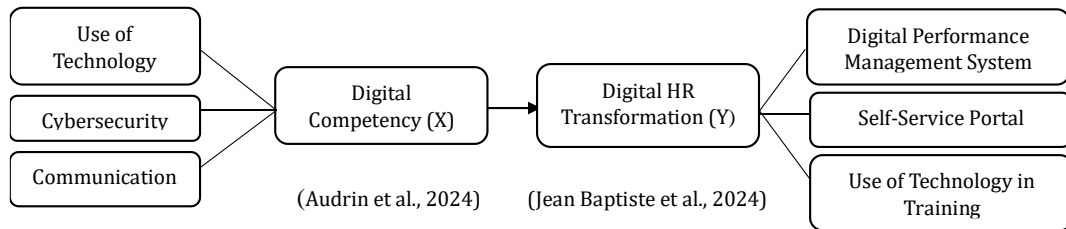
According to Jean Baptiste and Jesna Lafortune (2024), the dimensions and indicators of digital HR are (1) a digital performance management system with indicators of digital performance evaluation and assessment, (2) a self-service portal with indicators of employee data access and provision of information and services (3) use of technology in training with indicators of implementing e-learning based training and improving digital technology skills.

### 2.3 Framework Study

Digital competence is the ability that includes knowledge, skills, and confidence in using digital media to search, evaluate, communicate, collaborate, and create content effectively. Digital competence is measured using the theory according to Audrin et al. (2024) with dimensions 1) use of technology, 2) cybersecurity, and 3) communication.

Digital HR transformation is an HR management process that integrates traditional management with technology to improve efficiency, productivity, and agility in managing business and work culture according to technological developments. Digital HR transformation is measured using the theory according to Jean Baptiste & Jesna Lafortune (2024) with dimensions 1) digital performance management system, (2) self-service portal, and (3) use of technology in training.

Digital competence with digital HR transformation are mutually supportive factors; with the existence of digital competence, an individual can encourage the success of digital HR transformation. Ritonga et al. (2023) stated that digital HR transformation facilitates public services, while digital competence plays a close role in the use of public services. Damanhuri and Hartono (2022) also found that digital competence has a significant influence on digital HR transformation because technology changes the main skills needed by the workforce in a digital work environment.



**Figure 2** Framework of Thought on the Influence of Digital Competence on Digital HR Transformation

H1: It is suspected that there is an influence of digital competence on digital HR transformation among employees of the Karawang Agriculture and Food Security Service.

### 3. Research Method

This study uses a quantitative descriptive method; the locus is the Karawang Agriculture and Food Security Service. The population is all employees of the Karawang Agriculture and Food Security Service, with as many as 98 people. The sample used is 96 employees of the service, which was calculated using the formula of Hair et al. (2014), which explains that to determine the number of samples, the number of indicators must be multiplied between 5 and 10. The number of indicators is  $12 \times 8 = 96$ ; primary data collection uses questionnaires via Google Forms distributed to employees. The scale used in this study is a Likert scale.

**Table 1** Operational Variable

Variable	Dimension	Indicator	Source
Digital Competency (X)	Use of technology	Hardware use competencies	(Audrin et al., 2024)
		Software usage competencies	
	Cybersecurity	Institutional data security competencies	
		Personal data security competencies	
Communication	Competence in interaction using digital devices	(Jean Baptiste & Jesna Lafortune, 2024)	
	Competencies in sharing using digital devices		
Transformasi SDM Digital (Y)	Digital Performance Management System		Digital Performance Evaluation
	Self-Service Portal		Digital Performance Assessment
		Employee Data Access	
	Use of technology in training	Provision of Information and Services	
Implementation of e-learning-based training			
		Digital technology upskilling	

The analysis technique used in this study is Structural Equation Modeling (SEM), applying the Partial Least Square (PLS) method using the SmartPLS version 4 application. By using the SEM technique and the PLS method, this study can describe the latent variables measured based on their indicators so that they can be analyzed with clear and detailed calculations (Dewi et al., 2022).

### 4. Research Result and Discussion

#### 4.1 Respondent Profile

The respondent profile is the characteristics of research respondents, including gender, age, employee status, and education.

**Table 2** *Respondent Profile*

Characteristic	Frequency	Presented	Characteristic	Frequency	Presented
<b>Gender</b>			<b>Status Pegawai</b>		
Man	49	51%	NON-ASN	14	15%
Woman	47	49%	PNS	46	48%
<b>Total Gender</b>	<b>96</b>	<b>100%</b>	PC	36	38%
<b>Age</b>			<b>Total</b>	<b>96</b>	<b>100%</b>
25-30	25	26%	<b>Last Education</b>		
31-35	29	30%	Elementary-Junior High		
36-40	16	17%	School Equivalent	1	1%
41-45	9	9%	High School Equivalent	8	8%
46-50	8	8%	D1-D4	18	19%
> 51	9	9%	S1	60	63%
<b>Total</b>	<b>96</b>	<b>100%</b>	S2	7	7%
			S3	1	1%
			<b>Total</b>	<b>96</b>	<b>100%</b>

In Table 2, the profile data above shows that respondents are dominated by men, namely 49 people, with a percentage of 51%. Characteristics based on age are dominated by employees who have an age range of 31-35 years with a percentage of 30%. Based on employee status, respondents are dominated by civil servant employees, as many as 46 people with a percentage of 48%, and characteristics based on education are dominated by employees who have a bachelor's degree, as many as 60 people with a percentage of 63%.

## 4.2 Descriptive Analysis of Digital Competence Variables and Digital HR Transformation

According to Nugraha (Anggraini et al., 2024), to conduct a descriptive analysis of measurements, you can use a range of scales and interpretation categories for each variable that can be seen from its class interval. The results of the descriptive analysis are in Table 3 below.

**Table 3** *Descriptive Variable Statistics*

Variable	Indicator	Mean	Category
Digital Competency (X)	Hardware use competencies	3,59	Good
	Software usage competencies	3,77	Good
	Institutional data security competencies	3,79	Good
	Personal data security competencies	3,61	Good
	Competence in interaction using digital devices	3,54	Good
	Competencies in sharing using digital devices	3,63	Good
	<b>Average</b>	<b>3,73</b>	<b>Good</b>
	Digital performance evaluation	3,70	Good
	Digital performance appraisal	3,82	Good
	Access employee data	3,77	Good
Transformative SDM Digital (Y)	Provision of information and services	4,03	Good
	Implementation of e-learning-based training	3,83	Good
	Digital technology upskilling	3,72	Good
	<b>Average</b>	<b>3,79</b>	<b>Good</b>

The results of the descriptive statistical analysis of the variables in Table 3 show that the digital competency variable has a total average of 3.73 with a good category, indicating that employees of the Agriculture

and Food Security Service have good digital competency in terms of the use of hardware, software, personal data security, institutional data security, interaction and sharing with digital devices. The digital HR transformation variable shows a total average of 3.79 with a good category; this variable has a higher average score than the digital competency variable. Therefore, the implementation of digital HR transformation at the Agriculture and Food Security Service is already in the good category from all aspects of digital performance evaluation, digital performance assessment, employee data access, provision of information and services, implementation of e-learning training, and digital technology skills.

### 4.3 Convergent Validity Test

After the research was conducted by distributing questionnaires to respondents, the following are the outer loading values for the digital competency and digital HR transformation variables.

**Table 4** *Outer Loadings Values*

Digital Competency (X)			Transformasi SDM Digital (Y)		
Indicator		Outer Loading	Indicator		Outer Loading
Hardware use competencies	X1	0.884	Digital performance evaluation	Y1	0.859
	X2	0.821	Digital performance appraisal	Y2	0.714
Software usage competencies	X3	0.799	Access employee data	Y3	0.705
	X4	0.858		Y4	0.819
Institutional data security competencies	X5	0.815	Provision of information and services	Y5	0.742
	X6	0.835		Y6	0.736
Personal data security competencies	X7	0.771	Implementation of e-learning-based training	Y7	0.757
	X8	0.749		Y8	0.871
Competence in interaction using digital devices	X9	0.705	Digital technology upskilling	Y9	0.745
	X10	0.784		Y10	0.735

Table 4 above shows that all indicator values show results > 0.70, which means that the measurement has met the convergent validity standards or the indicators above are valid and suitable for use for research (Angraini et al., 2024).

### 4.4 Discriminant Validity Test

The AVE value must be > 0.5 so that the variable's discriminant validity can be ensured and considered valid (Solihin, 2023).

**Table 5** *Discrimination Validity Test through AVE (Average Variance Extracted)*

Variable	Average variance extracted (AVE)
Digital Competency (X)	0.646
Digital HR Transformation (Y)	0.593

Table 5 above shows that the AVE values of the two variables in this study, namely digital competence and digital HR transformation, have AVE values of 0.646 and 0.593, which means that these variables meet the discriminant validity criteria (Rahmawati et al., 2024).

### 4.5 Reliability Test

Reliability is said to be quite good if the composite reliability and Cronbach alpha values are both more than 0.70.

**Table 6** *Reliability Values*

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Digital Competency (X)	0.938	0.940	0.948
Digital HR Transformation (Y)	0.923	0.935	0.936

Table 6 above shows that the digital competency variable has a Cronbach's alpha value of 0.938 and a Composite reliability of 0.940, while the digital HR transformation variable has a Cronbach's alpha value of 0.923 and a Composite reliability of 0.935, which means that all question items in the construct are declared reliable (Rahmawati et al., 2024).

#### 4.6 Structural Model Test (R-Square)

The accuracy of the model is tested through various tests. The test was carried out by evaluating the r-square value based on Ghozali (2021). An r-square value of 0.67 is interpreted as good, 0.33 is interpreted as moderate or medium, and 0.19 is interpreted as weak.

Variable	R-square	R-square adjusted
Digital HR Transformation (Y)	0.747	0.744

Table 7 r-square value above shows that the digital HR transformation variable has a value of 0.747, which is interpreted as good. This result shows that 74.7% of the digital HR transformation variable can be influenced by digital competence.

#### 4.7 F-Square Value

According to Ghozali (2021), the f-square model value is used to determine the magnitude of the effect size of the endogenous latent variable on the exogenous latent variable. If the f-Square value is  $\geq 0.35$ , then the latent variable predictor has a large influence. If the f-Square value is  $0.15 \leq f \leq 0.35$ , then it has a medium influence. If the f-Square value is  $0.02 \leq f \leq 0.15$ , then it has a small influence (Perkasa & Mulyanto, 2023).

Variable	Digital HR Transformation(Y)	Information
Digital Competency (X)	2.952	Strong

Table 8 shows that the f-square value of digital competence is 2.952, which means that the digital competence variable has a large influence on the endogenous variable.

#### 4.8 Goodness of Fit Model (Q2)

A q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. According to Hair et al. (2019), if Q2 or Q-square value ( $>0$  low), ( $>0.25$  low), ( $>0.50$  high).

Variable	Q <sup>2</sup> predict
Digital HR Transformation(Y)	0.739

Table 9 above shows that the Q-square value for the digital HR transformation variable (Y) is 0.739. This value shows that the digital HR transformation variable has a high predictive relevance value.

#### 4.9 Hypothesis Testing

This test uses bootstrapping, which measures the direction and significance of the relationship between latent variables.

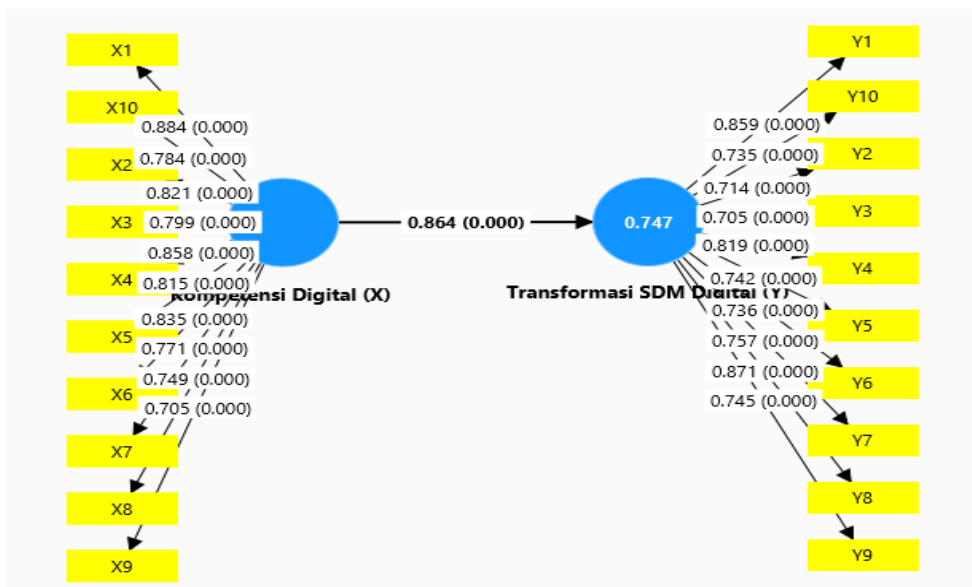


Figure 3 PLS Bootstrapping Output Results

The hypothesis is tested by testing the direct effect of the independent variable on the dependent variable. The results are considered significant if the t-table is more than 1.960 or  $p < 0.05$  at a significance level of 5% (Muhson, 2022).

Table 10 Bootstrapping Hypothesis Testing Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Digital Competency (X) → Digital HR Transformation (Y)	0.864	0.867	0.030	28.626	0.000

Table 10 above shows that the influence of digital competence on digital HR transformation has a significant impact with p values of  $0.000 < 0.05$  and t-statistics of 28.626 (greater than t-table 1.960), so the research hypothesis is accepted. This means that digital competence has a significant effect on digital HR transformation.

### 5. Discussion

The results of this study indicate that digital competence has a positive effect on digital HR transformation. Regarding the implementation of digital HR transformation, good results were achieved at the Karawang Agriculture and Food Security Service, supported by the digital competence of employees who are competent in several aspects, especially the use of technology. The significant influence of digital competence is determined by the magnitude of the role of the dimensions and indicators that form it.

Overall, digital competence has a good factor loading value. Indicators that have a major influence include aspects of the use of hardware technology, institutional data security, and personal data security, in line with research conducted by Elisnawati et al. (2023) that employees can use various digital devices that not only include technical skills but also involve an understanding of strategies in utilizing technology to increase employee efficiency and productivity, especially in dealing with digital HR transformation.

Overall, digital HR transformation has a good outer loading value. The indicators that play the most role in digital HR transformation include aspects and evaluation of digital performance and implementation of e-learning-based training, in line with research by Yusuf et al. (2023). Human resource information systems (HRIS) enable HR to play a strategic role in the organization, increase efficiency, and ensure compliance with regulations. This system also facilitates the monitoring of training programs and helps manage employee information such as payroll, benefits, attendance, and performance appraisals.

The results of this study support the research of Yusuf et al. (2023) and Ritonga et al. (2023), which show that digital competence and digital HR transformation are mutually supportive. Good digital competence among employees has a major influence on digital HR transformation, with high levels of employee competence being able to improve employee performance that is more effective and efficient in facing the digital era. Policies related

to employee digital competence need to be maintained, especially for indicators that have the highest values. In contrast, indicators that have lower values still need to be improved so that employees have superior digital competence, especially in facing digital HR transformation.

## 6. Conclusion

The results of this study can be concluded that the implementation of digital HR transformation shows good results at the Karawang Agriculture and Food Security Service supported by the digital competence of employees who are already competent in several aspects that have a major influence, including the use of hardware technology, institutional data security, and personal data security. In the digital HR transformation, the most important aspects include digital performance evaluation and implementation of e-learning-based training. Good digital competence has a major influence on digital HR transformation and contributes greatly to improving employee performance to be more effective and efficient in the digital era.

## 7. Implication

Digital competence can drive the success of digital HR transformation in government agencies, with a focus on several aspects that need to be improved, namely digital-based communication, provision of information and services, and improvement of technological skills. This research can be a reference for similar research for further studies, especially in developing optimal strategies for digital communication, provision of information, and improvement of technological skills to support more effective government performance.

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## Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of the paper.

## Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** Y.N.F., U.M.D.F., and E.R.; **data collection:** Y.N.F., U.M.D.F., and E.R.; **analysis and interpretation of results:** Y.N.F., U.M.D.F., and E.R.; **draft manuscript preparation:** Y.N.F., U.M.D.F., and E.R. All authors reviewed the results and approved the final version of the manuscript.

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