

The Role of Digital Competency Improving Employees Performance at CV Dwipa Semesta Indonesia

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Abstract

Digital Competency is currently the main role to adapt, compete, and develop in the ever-evolving digital era. This study aims to analyze the role of employee digital competencies by identifying the dimensions of digital competencies that contribute the most to improving employee performance. Using a qualitative design, this research was conducted at CV Dwipa Alam Semesta Indonesia from October 2024 to January 2025. The research sample consisted of 5 informants selected based on their positions and obligations to assess, namely HRD, head of order department, head of marketing, head of external and internal relations of the company, and HR staff. Primary data were collected through interviews, *deep interviews*, observations, and field surveys, then analyzed using the Miles and Huberman model. The results of the study show that employees' digital abilities vary, and the development of digital competencies is carried out through formal training and self-learning. Employees view technology problem-solving as a challenge that enriches learning, and *the learning by doing method* is considered relevant. The ability to read data is also considered good, with continuous learning individually and in teams

1. Introduction

The presence of foreign companies investing in Indonesia continues to increase every year. CV Dwipa Alam Semesta Indonesia is one of the consultants of foreign companies in Indonesia. The Ministry of Manpower (Kemnaker) noted that the number of foreign workers (TKA) in Indonesia until July 2024 working in various sectors in Indonesia has reached 100,351 people (Yohana, 2024). Foreign Workers (TKA) are often needed to fill positions that cannot be filled by local workers, especially in fields that require special skills or high technology. The presence of foreign workers is expected to accelerate the transfer of knowledge and technology, as well as increase national competitiveness (Djazuli, 2021). This can be our main basis for increasing knowledge of technology.

Digital competency It's not just about the ability to use software, but also about the ability to think critically and solve problems using technology. Education is one of the important aspects in development *Digital Competency* employee (Putri, 2020). *Digital competency* It is essential for employees to access, manage, and communicate information effectively, which in turn can improve their performance in an increasingly technology-dependent work environment (Liana et al., 2023). Employee competence has an important role because it shows the potential of these human resources in the company's operational activities and helps the company form a strong competitiveness (Salsabila & Fadli, 2023). Employee education background CV. Dwipa Alam Semesta Indonesia shows that their competence is the main factor in facing the digitalization era.

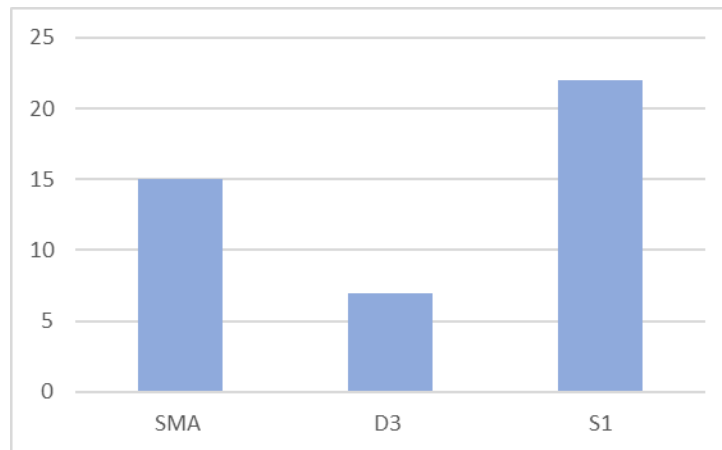


Figure 1 Employee Education Background
(Source: CV internal data. Dual Universe Indonesia)

In line with the research conducted Fathiyatuzzah & Sary, (2024) Increasing *Digital Competency* will affect employee performance. Therefore, competence is very important in an effort to improve employee performance. According to (Affandi & Veritia, 2024) There is a positive and significant influence of *Digital Competency* on employee performance, with regression analysis showing a strong relationship between these variables. Results Trisdiana et al., (2023) It is known that *Digital Competency* partially has a significant effect on employee performance.

Research on CV Dwipa Alam Semesta Indonesia identifies a significant problem that occurs, namely effectively overcoming the digital competency gap of employees, so that they are able to compete in the current digital era to improve their performance. The novelty of this study lies in the assessment of *digital competency* at CV Dwipa Alam Semesta Indonesia, which has not been explored much before. This research uses a three-dimensional approach to digital competencies—technological, cognitive, and social—with clear indicators to provide a more comprehensive understanding. In addition, the focus on the local context of Indonesian companies adds to the relevance of the research results.

The purpose of this study is to analyze the role of *digital competency* in CV Dwipa Alam Semesta Indonesia in this digital era. In addition, this study also aims to identify the dimensions of *digital competency* that contribute the most to improving performance in the company's environment.

2. Literature Review

2.1 Human Resource Management

Human resource management is the process of procuring, training, assessing, and compensating employees, as well as attention to working relationships, health and safety, and justice (Darmawan et al., 2023). Human resource management is the use of individuals to achieve organizational goals (Mondy & Martocchio, 2019). Human resource management is part of the organizational function related to staffing, training, development, motivation, and maintenance of employees (DeCenzo, 2021).

2.2 Employee Performance

Employee performance is the result of work carried out by the worker in order to fulfill his duties and responsibilities in accordance with the discipline entrusted to him. Employee performance is the result produced from the function of a particular job over a certain period of time, which can show the quality and quantity of the work Luthfi Umamul Husna & Bangun Putra Prasetya, (2024). Employee performance is an individual's ability to utilize information and communication technology to complete their tasks and responsibilities effectively, which is highly dependent on the level of digital competence possessed (Muhammad Ashdaq & Nur Fitriayu Mandasari, 2022).

2.3 Digital Competency

According to (Cahen & Borini, 2020) *Digital Competency* is the knowledge and ability to use communication tools, digital media, or networks in creating information, evaluating, and utilizing it in a healthy, wise, intelligent, and appropriate manner in order to foster communication and interaction in daily life. Meanwhile, according to Singh et al., in Damanhuri & Hartono (2022) *Digital Competency* is a group of skills, knowledge, and attitudes that create a sense of confidence, creativity, interaction, and digital coordination to create digital

work. According to Rachman et al., (2023) *Digital Competency* are a wide variety of concepts, skills, and knowledge needed to use information and communication technology (ICT) effectively and responsibly.

Damanhuri & Hartono, (2022) uses 3 dimensions and 7 indicators for *digital competency research* and will be used as a reference for this research, namely (1) the dimension of the technology field with indicators (a) Skills to explore new technologies; (b) Knowledge facing technological problems (2) cognitive area dimension with indicators (a) reading data; (b) critical thinking; (c) problem solving; (3) the dimension of the social area with the indicator of (a) understanding potential; (b) building a communication system.

3. Conceptual Framework

In this frame of mind, the role of *Digital Competency* in improving employee performance will use the theory of Damanhuri, & Hartono, R. S. (2022), consisting of skills to explore new technologies, knowledge of facing technological problems, reading data, problem-solving, understanding potential, building communication systems, and critical thinking. This is in line with Elisnawati et al., (2023) ability *Digital Competency* The high not only helps employees in completing tasks more efficiently but also improves their performance to be better. Therefore, investing in digital competency training can be an effective strategy to improve employee motivation and performance in an increasingly technology-dependent work environment



Figure 2 Conceptual framework

4. Research Methods

This research uses a qualitative design carried out at CV Dwipa Alam Semesta Indonesia. The population of this study is employees of CV Dwipa Alam Semesta Indonesia. This research began from October 2024 to January 2025, with a sample of 5 informants who have an obligation to assess, namely HRD, head of orders, head of marketing, head of external and internal relations of the company, and HR staff. The method of collecting data uses primary data obtained from the results of interviews, *deep interviews*, observations and field surveys. The data analysis method of this study uses the Miles and Huberman model.

Table 1 Research Protocol

Indication	Respondents	Collection Tools	
		Methods	Tools
1. Skills in Exploring New Technologies	1. HRD	1. Interview	1. Handphone
2. Knowledge in Handling Technological Issues	2. Head of Marketing	2. Deep	2. Laptop 3. stationary

3. Data Reading Ability	3. Staff member	Interview
4. Critical Thinking		3. Field Survey
5. Problem-Solving		
6. Understanding Potential		
7. Building a Communication System		

5. Research Result and Discussion

5.1 Respondents Data

The number of respondents in this research is 5 people, which is needed to help in obtaining respondents through direct interviews. The following is informant data including name, position, age, and gender.

Table 2 Data Respondents

NO	Code	Position	Gender	Age	Education
1.	Inf 1	HRD	Male	55 years	Bachelor's in law
2.	Inf 2	Head of Order Division	Male	49 years	Bachelor's in Accounting
3.	Inf 3	Head of Marketing	Female	40 years	Bachelor's in Communication
4.	Inf 4	Head of External and Internal Relations	Female	44 years	Bachelor's in Communication
5.	Inf 5	HR staff	Male	23 years	Bachelor's in Management

5.2 Interview Data

- **The Role of Digital Competency in Exploring New Technologies**

The following will be explained *Digital Competency* about the knowledge of facing technological problems. According to inf 1: facing technology problems is still a thing that must be considered in this company, and several technology problems interfere with the performance of running optimally. According to inf 2: while working here, overcoming technology problems I consider as a challenge that enriches the learning process and learning can improve my performance. According to inf 3: knowledge in dealing with technological problems still requires training, the existence of problems that cannot be solved will hinder productivity and performance. According to inf 4: lack of skills and knowledge, in dealing with technology problems will definitely hinder performance, therefore the importance of a company conducting training. According to inf 5: the lack of skills possessed will weaken performance in dealing with technological problems, therefore the need for training.

Based on the results of the interview, it can be analyzed that employee knowledge in dealing with technology problems still needs development, because lack of skills can hinder productivity and performance. Training is considered very important to improve employees' ability to overcome frequent technological challenges. Overall, facing technology issues in these companies requires improving digital competencies through continuous learning and training.

- **The Role of Digital Competency in Facing Technological Problems**

The following will be explained *Digital Competency* about the knowledge of facing technological problems. According to inf 1: facing technology problems is still a thing that must be considered in this company, and several technology problems interfere with the performance of running optimally. According to inf 2: while working here, overcoming technology problems I consider as a challenge that enriches the learning process and learning can improve my performance. According to inf 3: knowledge in dealing with technological problems still requires training, the existence of problems that cannot be solved will hinder productivity and performance. According to inf 4: lack of skills and knowledge, in dealing with technology problems will definitely hinder performance, therefore the importance of a company conducting training. According to inf 5: the lack of skills possessed will weaken performance in dealing with technological problems, therefore the need for training.

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- **The Role of Digital Competency in Data Reading**

The following will be explained *Digital Competency* about reading data. According to inf 1, the ability of *Digital Competency* Employees in reading data in the current digital era have good abilities as evidenced by their stable performance. According to inf 2: *Digital competency* Reading data has its own challenges to learn, so it does not interfere with employee performance. According to inf 3: The process of reading data is carried out by continuing to learn individually and as a team so that performance can be improved. According to inf 4: learning to understand well how to read digital data can improve performance because there are no mistakes when reading data. According to inf 5: the ability of employees to read data to obtain relevant results can be done by studying and doing it every day, this also certainly improves employee performance.

Based on the results of the interviews, it can be analyzed that employees in the company have good ability to read data, which is reflected in their stable performance. While there are challenges in learning data literacy, it does not interfere with performance, and individual and team learning is considered important for skill improvement. A continuous learning process and a good understanding of how to read digital data can reduce errors and improve work outcomes.

- **The Role of Digital Competency in Critical Thinking**

The following will be explained Digital Competency about critical thinking. According to inf 1: ability Digital Competency Employees in critical thinking are done quite well, so far it is proven by the problems that can be solved. This can be a benchmark for improved performance. According to inf 2: ability Digital Competency Employees in critical thinking are doing quite well. This is obtained because of the quality of human resources and good direction so that performance can be maximized. According to inf 3: ability Digital Competency in critical thinking becomes a learning medium that has a good impact on performance. According to inf 4: ability Digital Competency Employees in critical thinking want to do well with good direction and individual readiness so that this can improve employee performance. According to inf 5: critical thinking is one of the skills that can be developed and improve employee performance with problems in digital competency, This is in line with the lessons that have been learned from the company.

Based on the results of the interview, it can be analyzed that employees in the company have good critical thinking skills, which can be seen from their ability to solve problems and improve performance. Support from quality human resources and effective direction contribute to the development of these skills, so that employees can leverage the learning experience to face digital challenges. Overall, critical thinking is considered a skill that can be continuously developed and can improve employee performance.

- **The Role of Digital Competency in Problem Solving**

The following will explain *digital competency* about problem solving. According to inf 1: employees' *digital competency* ability in solving problems reaches 80% with a pretty good meaning. This is based on the quality of human resources and educational background. According to inf 2: *digital competency* in problem-solving has developed quite well because of the sharing of *meetings* or *breafing* every morning that can grow each other's performance. According to inf 3: the *digital competency* ability of employees in solving problems is carried out well because there is an understanding of what problems are being faced and this happens because of an independent learning and training provided by the company. According to inf 4: *digital competency* in solving problems is something that can be done together in the midst of many current digitalization problems. This will result in a good solution so that it can maximize performance. According to inf 5: problem solving has been addressed well so far because of the understanding of the problem.

Based on the results of the interview, it can be analyzed that the digital competency ability of employees in problem-solving reaches 80%, influenced by the quality of human resources and educational background, and supported by training programs and sharing sessions. Collaboration in facing the challenges of digitalization also plays an important role in producing better solutions, thereby improving the overall performance of the organization.

- **The Role of Digital Competency in Understanding Potential**

The following will explain *digital competency* about understanding potential. According to inf 1: the ability of employees' *digital competency* to understand the potential with the training provided, the performance of employees continues to improve and is on target. This is based on the value obtained for employees in each training. According to inf 2: the *digital competency* ability of employees in understanding their potential can be applied quite well at work because of the training. According to inf

3: we can improve the *digital competency* ability of employees in understanding digital potential because of training, updates, and briefings. So that performance can be maximized properly. According to inf 4: the ability of *digital competency* employees to understand what potential they have is seen through training, this is proven that almost all employees have good potential in their fields and support their performance. According to inf 5: the *digital competency* ability of employees in understanding the potential that I feel is that I understand how big my potential is, and continue to be able to improve performance well because of mentoring and training.

Digital competency ability of employees in understanding their potential is greatly influenced by the training provided, which is proven to significantly improve performance. Regular training and updates, as well as effective mentoring, help employees to recognize and develop their potential, thereby maximizing their contribution to the job. Almost all employees show good potential in their respective fields, supporting the achievement of overall organizational goals.

- **The Role of *Digital Competency* in Building a Communication System**

The following will explain *digital competency* about building a communication system. According to inf 1: the *digital competency* ability of employees in building a communication system has been running very well, with communication that is established every day both through direct and online interactions to maximize employee performance. According to inf 2: the *digital competency* ability of employees in building a communication system has been carried out well so far, as evidenced by the information received between divisions is conveyed well so that it does not interfere with a performance. According to inf 3: the *digital competency* ability of employees in building a communication system can be considered quite good, because of the sense of kinship created. According to inf 4: the *digital competency* ability of employees in building a communication system can improve employee performance because of transparency in communication. According to inf 5: the *digital competency* ability of employees in building a communication system is quite good in this digital era with response or feedback and collaboration, so that good communication and performance are established.

Based on the results of the interview, it can be analyzed that the digital competency ability of employees in building a communication system has shown good development, with effective communication both in person and online, which contributes to improving performance. Transparency and collaboration in communication between divisions ensure that information is conveyed properly, so that it does not interfere with work productivity. The sense of kinship that exists among employees also strengthens the communication system, creates a harmonious work environment and supports optimal performance

5.3 Discussion

The digital competency of employees at CV Dwipa Alam Semesta Indonesia is still in the development stage, with 50% having adequate technological capabilities and 35% requiring further training, demonstrating the importance of exploring new technologies to improve performance. Independent learning and collaboration between divisions are effective methods in developing digital skills, in line with the concept of digital transformation that emphasizes continuous training to support productivity. This is in line with Hendro (2024) that the right digital competency development strategies, such as structured training and self-learning, have proven to be effective in improving employee skills and supporting overall organizational performance.

Employees' knowledge in dealing with technology problems still needs to be developed, because limited skills can hinder performance. Continuous training is an important solution to improve digital competence and the ability to overcome technological challenges in the company. This training not only improves technical skills, but also helps employees complete tasks more effectively, thus supporting the optimal achievement of company goals (Apriyani, 2022)

Employees in the company demonstrate a good ability to read data, which contributes to stable performance despite the challenges of learning data literacy. Continuous individual and team learning is essential to improve these skills, so that they can reduce errors and improve work outcomes. This is in line with Iyas' (2023) research that job training and digital literacy contribute significantly to improving employee performance, showing that improving digital skills through training can increase work effectiveness and productivity

Employees in the company demonstrate good critical thinking skills, which is reflected in their ability to solve problems and improve performance thanks to the support of qualified human resources and effective direction. This critical thinking skill is considered to be able to be continuously developed, thus making a positive contribution to employees' ability to face digital challenges. This is in line with Salsa (2023) showing that critical thinking skills have a significant positive relationship with employee performance, especially in the context of problem-solving and decision-making.

Employees' digital competency in problem-solving reached 80%, influenced by the quality of human resources, educational background, and effective training programs and sharing sessions. Collaboration in facing the challenges of digitalization contributes to innovative solutions, thereby improving the overall performance of the organization. This is in line with Enjang (2024) that good digital competencies enable employees to work more efficiently and effectively, supporting problem-solving and improving overall organizational performance.

Regular training and effective mentoring have proven to be key factors in helping employees recognize and develop their potential, which has a positive impact on performance improvement. Ability Digital Competency which allows employees to make optimal contributions in their respective fields, supporting the achievement of the organization's overall goals. This is in line with Ermawati (2024) increasing digital competencies through regular training can help employees develop their potential, which in turn supports overall employee performance.

Ability Digital Competency Employees in building communication systems have developed well, which is reflected in effective communication both in person and online, as well as transparency between divisions. In addition, a sense of kinship among employees strengthens the communication system, creates a harmonious work environment and supports optimal performance. This is in line with Dita's research (2025) showing that good communication and a sense of kinship among employees can create a harmonious work environment, supporting productivity and optimal performance in the organization

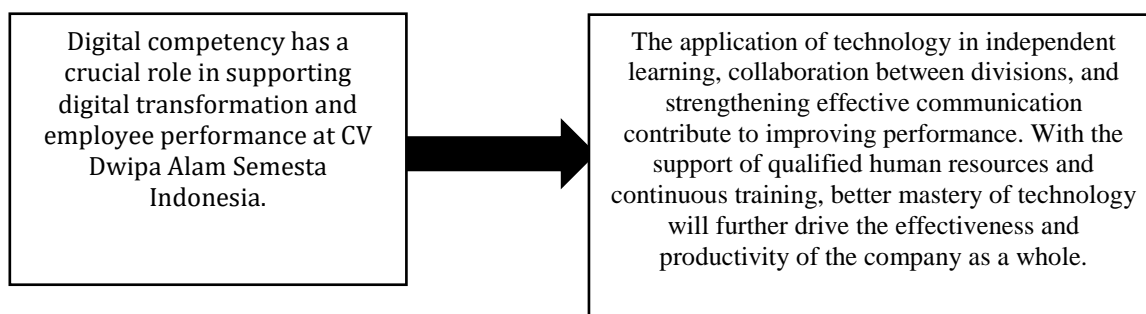


Figure 3 Result of discussion

6. Conclusion

Digital competency employees at CV Dwipa Alam Semesta Indonesia are still in the development stage, with most employees showing a need for further training to improve their technological skills and close the gap that occurs between them. Self-paced learning and collaboration across divisions have proven effective in developing digital skills, which are essential for supporting digital transformation and employee performance. In addition, good critical thinking and problem-solving skills among employees contribute to stable performance, supported by regular training and effective mentoring. A good communication system and a sense of kinship among employees creates a harmonious work environment, which overall supports the achievement of organizational goals and improves employee performance

7. Implication Of Conclusion

The need for further digital training shows that investment in the development of technological skills is essential to equalize employee competencies. Independent learning and collaboration between divisions need to be encouraged so that employees can adapt to technological changes and support the company's digital transformation. In addition, a harmonious work environment and good communication must be maintained to ensure that employee performance remains stable and productive

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Conflict of Interest

The authors state that there are no conflicts of interest related to the publication of this paper.

Author Contribution

The authors confirm contributions to the paper as follows: conception and design of the study: WF, UMDf and ER; data collection: WF, UMDf and ER; analysis and interpretation of results: WF, UMDf and ER; drafting of the manuscript: WF, UMDf and ER. All authors reviewed the results and approved the final version of the manuscript.

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