



The Impact Of Information Technology Utilization, Digital Literacy, And Competencies On The Performance Of KPU Employees In Kepahiang Regency

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ABSTRACT

The development of information technology in the Industry 5.0 era has accelerated digital transformation in the public sector, including election administration. The General Election Commission (KPU) utilizes various digital information systems to support effective, transparent, and accountable electoral processes. In this context, information technology, digital literacy, and employee competency are important factors influencing employee performance. This study employed a quantitative explanatory approach involving all employees and commissioners of the KPU of Kepahiang Regency. Data were collected through online questionnaires and analyzed using multiple linear regression. The results indicate that competency has the strongest influence on employee performance, while digital literacy has a positive and significant effect. Employees with strong digital literacy are better able to utilize applications, process information accurately, and adapt to digital work systems. In contrast, information technology does not significantly affect employee performance, suggesting that its utilization remains in an adaptive stage and requires optimization through improved implementation and continuous training. Simultaneously, information technology, digital literacy, and competency significantly influence employee performance, with an R^2 value of 0.898, indicating that 89.8% of employee performance is explained by these variables. In conclusion, information technology, digital literacy, and competency jointly contribute to employee performance. These findings highlight the importance of strengthening digital capabilities and competencies to support high-quality election administration.

INTRODUCTION

Employee performance is a key indicator of the successful implementation of elections at the regional level. Good performance is reflected in the punctual execution of tasks, data accuracy, work discipline, effective communication, and the quality of public services. Low employee performance may lead to problems in election administration, such as data entry errors, delays in administrative processes, and even potential social conflict due to procedural mistakes.

The urgency of this study becomes even more evident when it is linked to the conditions at the KPU of Kepahiang Regency. As a non-urban area, Kepahiang Regency faces various limitations, both in terms of technological infrastructure and human resources. Compared to city or provincial KPU offices that are relatively more advanced, regency-level KPUs face more complex challenges in implementing digital-based systems. Employees are required to adapt quickly to various election applications. Studies combining information technology utilization and digital literacy show that technology cannot provide optimal impact without adequate employee literacy. Ivan Kurniawan et al. (2025) found that information technology and digital literacy simultaneously and partially have a positive and significant effect on employee performance. Similarly, Razak et al. (2023) examined that digital literacy and competence have a positive and significant effect on employee performance.

The KPU of Kepahiang Regency is an election management body that interacts directly with the public. All policy implementation and digital system usage are operationally carried out at the regency level; therefore, employee performance quality plays a crucial role in determining the overall success of election administration. The selection of Kepahiang Regency as the research site is also based on the consideration that this region can represent the condition of most regencies in Indonesia that face resource limitations, making the findings more broadly relevant.

In previous studies, most research has examined the influence of information technology, digital literacy, or competence partially on employee performance, and has generally been conducted in public institutions. Studies that specifically examine these three variables simultaneously within the context of the General Elections Commission (KPU), particularly at the regency level, are still very limited. In practice, the utilization of information technology, digital literacy, and competence are interrelated factors that form an integrated system influencing employee performance.

This study offers novelty through an integrative approach that combines three main variables—information technology utilization, digital literacy, and competence—into a single analytical model of KPU employee performance. It also contributes novelty in terms of context by positioning the KPU as a strategic institution directly related to the quality of democracy, where employee performance is not only viewed as administrative performance but also as a factor influencing the legitimacy of election results. Another novelty lies in its focus on the regency level, specifically Kepahiang Regency, which represents real conditions of regions with limited resources in facing the demands of digital transformation.

This research not only addresses the existing research gap but also provides both conceptual and empirical contributions to understanding how information technology utilization, digital literacy, and competence simultaneously affect employee performance in the context of election administration at the regional level.

LITERATURE REVIEW

First, at the grand theory level, this study is grounded in behavior theory, which views employee performance as the extent to which individuals are able to understand and consistently carry out assigned roles in accordance with organizational goals. Watson (1913)

stated that human behavior is the result of environmental stimuli and individual responses. In line with this view, Mondy (2016) emphasizes that employee performance is influenced by individual ability, the use of technology, and the work systems implemented by the organization. From this perspective, information technology utilization, digital literacy, and competence are understood as strategic elements of behavior that function to enhance employee work effectiveness.

Second, at the middle theory level, this study employs performance theory, which explains that performance is the result of interaction among individual abilities, work processes, and organizational support. Taylor (1911) stated that performance is closely related to achieving optimal work results through efficient and standardized work methods, thereby improving organizational productivity and worker welfare. Mangkunegara (2016) defines performance as the quality and quantity of work achieved by employees in carrying out their responsibilities. Armstrong (2014) further adds that performance is influenced by competence, the utilization of technology, and an individual's ability to execute work processes effectively. In this context, digital literacy serves as a supporting capability that enables employees to understand, manage, and appropriately utilize digital information in task execution. Performance theory thus explains that information technology utilization, digital literacy, and competence have a direct relationship with work processes, which ultimately determine the level of employee performance produced.

Finally, at the applied theory level, this study focuses on the practical application of theory within a specific context. Information technology serves as the operational backbone of the KPU, digital literacy acts as a bridge between the KPU and voters, and employee competence is the key driving force that ensures technology can be optimally utilized to support election integrity. Therefore, the applied theory in this study explains how information technology utilization, digital literacy, and employee competence influence employee performance within the KPU of Kepahiang Regency.

METHODS

This study uses a quantitative explanatory research approach. This design is applied because the study aims to explain causal relationships between independent variables (information technology, digital literacy, and competence) and the dependent variable (employee performance). According to Sugiyono (2018), explanatory quantitative research is used to test existing theories and produce generalizations that can explain specific phenomena. This design allows the researcher to measure the effect of each independent variable both partially and simultaneously on the dependent variable through statistical analysis.

RESULTS

Results of Multiple Linear Regression Analysis

This analysis is used to determine the direction and magnitude of the influence of the independent variables, namely information technology (X_1), digital literacy (X_2), and competence (X_3), on employee performance (Y) at the Secretariat of the General Elections Commission (KPU) of Kepahiang Regency. This regression model is chosen because it is capable of explaining both simultaneous and partial relationships between multiple independent variables and a single dependent variable.

Through this analysis, it is possible to identify which variable has the most dominant influence on improving employee performance, as well as the contribution of each factor in the context of election administration. The results of the multiple linear regression analysis based on the respondents' data are presented in Table 1 below:

Table 1 Multiple Linear Regression Results

Variable	Unstandardized B	Std. Error	t-value	Sig.
Constant	-0.034	-0.234	-0.144	0.886
Information Technology (X_1)	-0.060	0.155	-0.389	0.699
Digital Literacy (X_2)	0.427	0.179	2.386	0.022
Competence (X_3)	0.624	0.133	4.697	<0.001

t-Test (Partial Test)

The t-test is conducted to determine the partial effect of each independent variable on the dependent variable, namely employee performance. Through this test, it can be observed how far the individual contributions of information technology (X_1), digital literacy (X_2), and competence (X_3) influence the level of employee performance at the Secretariat of the General Elections Commission (KPU) of Kepahiang Regency. The testing is carried out by comparing the significance value (Sig.) of each variable with the predetermined error tolerance level ($\alpha = 0.05$). If the significance value is less than 0.05, the variable is considered to have a significant effect on employee performance. Conversely, if the significance value is greater than 0.05, the variable is considered to have no partial effect. The results of the t-test for the three research variables are presented in Table 2 below:

Table 2. Coefficients and Partial t-Test Results

Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t- value	Sig.	Decision
Constant	-0.34	0.234	—	- 0.144	0.886	—
Information Technology (X_1)	-0.60	0.155	-0.53	- 0.389	0.699	Accept H_0 (Not significant)
Digital Literacy (X_2)	0.427	0.179	0.416	2.386	0.022	Reject H_0 (Significant +)
Competence (X_3)	0.624	0.133	0.611	4.697	<0.001	Reject H_0 (Significant +)

F-Test Results

The F-test is used to examine whether the independent variables, taken together, have a simultaneous effect on the dependent variable. Based on the results of the ANOVA (Analysis of Variance), the F-count value is 169.374 with a significance level of < 0.001.

Since the significance value is smaller than 0.05, it can be concluded that the utilization of information technology, digital literacy, and competence simultaneously have a significant effect on employee performance. Therefore, the hypothesis stating that these three independent variables jointly influence employee performance is accepted. This result indicates that the regression model used in this study is able to explain the relationship between the independent and dependent variables effectively.

Table 3. F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.977	3	5.659	169.374	< 0.001
Residual	1.303	39	0.033		
Total	18.280	42			

Source: Processed research data, 2026

Coefficient of Determination Test Results

The coefficient of determination test is used to determine how much the independent variables are able to explain the dependent variable. Based on the research results, the R value is 0.947, the R Square value is 0.898, and the Adjusted R Square value is 0.890.

These results indicate that the independent variables—information technology utilization, digital literacy, and competence—are able to explain 89.8% of the variation in employee performance, while the remaining percentage is influenced by other variables not included in this study.

Table 4. Coefficient of Determination Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.947	0.898	0.890	1.991

Source: Processed research data, 2026

DISCUSSION

Information Technology as an Adaptive and Supportive Factor in Performance

The results of the study show that Information Technology (X1) does not have a significant effect (0.699) on Employee Performance (Y). This is due to the suboptimal ability of employees to fully utilize technological systems, limited training in the use of digital applications, employee adaptation to technology-based work system changes, and constraints in supporting IT infrastructure. In addition, the use of information technology within the KPU environment is still primarily focused on administrative and operational aspects, so its impact on improving employee productivity has not yet been clearly visible.

However, this does not mean that information technology has no role. Rather, it indicates that information technology in the KPU Kepahiang environment is in an adaptive and supportive zone, meaning that its utilization is still manageable by employees through improved implementation quality and training, so that technology can be optimally utilized to support performance.

Employees within the KPU play a role in increasing work flexibility. They are able to access information, conduct coordination, and complete administrative tasks without being limited by space and time. This provides a positive impact on work productivity because information flow becomes faster and communication barriers can be minimized. Thus, information technology functions as an adaptive and supportive factor that helps employees respond to developments in the modern work environment and supports the creation of more optimal organizational performance. This is in line with technology adaptation theory, which states that individuals who are able to effectively accept and utilize technology will more easily improve their work quality.

These findings are consistent with Zai et al. (2023), who found that the use of information technology has not been optimal and has not significantly impacted employee performance due to limited technical skills, poor infrastructure and internet access, and internal coordination and work culture issues. Similarly, Farina & Opti (2023) found that information technology utilization is not significant due to varying user capabilities, suboptimal use of technology, and lack of integration with business processes. Rachman et al. (2024) also found no positive and significant effect because employees still struggle with new technologies, are in a transition period from traditional to modern systems, lack training, and are not yet accustomed to optimal use of information systems. Septyarini (2021) found that information technology had no significant effect because it had become a standard facility while some employees still underutilized it. W. S. W. H. S. N. Razak (2017) also reported similar findings due to limited employee capability, lack of socialization, and ineffective monitoring of implementation.

In contrast, Telaumbanua et al. (2024) found that information technology utilization has a positive and significant effect on employee performance. Information systems can improve work effectiveness, task completion speed, and accuracy. Therefore, organizations need to continuously encourage better use of information technology through adequate digital infrastructure, training programs, and strengthening a technology-based work culture so that employees can adapt sustainably to digital transformation.

Digital Literacy and Employee Productivity Dynamics

The Digital Literacy variable (X2) was found to have a positive and significant effect (0.022) on employee performance. This indicates that employees with strong digital literacy tend to understand work applications more quickly, are able to process information accurately, and adapt more easily to digital work system changes.

Good digital literacy helps employees reduce work errors caused by limited technological understanding, making work processes more structured and productive. In addition, employees with adequate digital skills are more adaptable to technological developments and changes in increasingly electronic-based work regulations.

Digital literacy is an important factor in supporting employee performance improvement. It is not only related to the ability to use technology but also includes critical thinking skills, information comprehension, and the responsible use of digital media in supporting organizational tasks.

This finding is consistent with Metris & Priambodo (2023), who stated that digital literacy significantly affects employee performance both directly and through innovative work behavior. Therefore, improving employee digital literacy must be continuously carried out through training, technical assistance, and the development of a digital work culture to ensure sustainable productivity growth.

Competence as the Main Determinant of Performance

The hypothesis testing results show that Competence (X3) has the most dominant and significant effect (<0.001) on Employee Performance (Y). This finding confirms that employees' knowledge, skills, technical abilities, and work attitudes in carrying out tasks and responsibilities within the organization form the foundation of individual work behavior.

Employees with high competence tend to complete tasks more accurately, quickly, and in accordance with established procedures. This is consistent with Syah et al. (2021), who stated that employee competence is one of the key factors in improving performance.

Within the KPU work environment, which requires administrative accuracy, coordination skills, and understanding of electoral regulations, competence is a crucial factor in ensuring organizational success. High competence indicates that human resource quality plays a central role in determining work effectiveness.

Competent employees are not only able to perform routine tasks but also capable of decision-making, solving work problems, and adapting to policy changes and digital-based work system developments. This leads to increased productivity, service quality, and overall organizational target achievement.

In addition, strong competence also supports employees' ability to utilize information technology and apply digital literacy in daily work. This shows that competence is closely related to employees' adaptive capacity in modern organizational development.

Therefore, improving employee competence should be a key organizational priority through education and training, technical skill development, professional development, and work experience enhancement to optimize employee performance.

Academic and Empirical Implications

Academically, these findings imply that employee performance is not only influenced by the availability and use of information technology, but is also strongly determined by individuals' ability to understand and use such technology effectively.

The finding that information technology does not have a significant effect indicates that technology alone is not sufficient to improve performance if it is not supported by adequate digital literacy and employee competence. Thus, this study reinforces human resource and organizational behavior theories that human capital plays a more dominant role than technology alone. In addition, this study expands empirical research on public sector employee performance, particularly within the Election Commission environment, which is still relatively limited.

Empirically, this study shows that improving employee performance in the KPU of Kepahiang Regency is more effectively achieved by strengthening digital literacy and employee competence rather than focusing solely on providing information technology.

The significant effect of digital literacy shows that employees' ability to access, understand, process, and utilize digital information appropriately supports more effective and efficient task implementation. Meanwhile, the significant effect of competence emphasizes the importance of knowledge, skills, and work attitudes in achieving optimal performance.

Therefore, the KPU of Kepahiang Regency needs to prioritize training programs, human resource capacity development, and improvement of employees' digital skills so that the use of information technology can be more optimal and have a real impact on improving organizational performance.

CONCLUSION

Information Technology does not have a statistically significant effect on the performance of employees at the KPU of Kepahiang Regency. However, it still carries important managerial implications. This indicates that information technology is positioned in an adaptive and supportive zone, meaning its utilization is still manageable by employees through improvements in implementation quality and training so that technology can be optimally utilized to support performance.

Digital literacy has a positive and significant effect on the performance of employees at the KPU of Kepahiang Regency. This means that employees with strong digital literacy tend to use work applications more quickly, process information more accurately, and adapt more easily to changes in digital-based work systems. Digital literacy has been proven to help KPU employees reduce work errors caused by limited technological understanding. In addition, employees with adequate digital skills are more adaptive to technological developments and increasingly electronic-based regulatory changes.

Competence has a positive and significant effect and is the most dominant factor influencing the performance improvement of employees at the KPU of Kepahiang Regency. Strong values of knowledge, skills, attitudes, and behavior aligned with organizational vision are proven to be the main drivers of employee productivity. Good competence produces high-quality employees, improves work productivity, and helps employees adapt to technological developments and digital-based work system changes, thereby supporting the achievement of organizational goals optimally.

Information technology, digital literacy, and competence simultaneously have a significant effect on the performance of employees at the KPU of Kepahiang Regency. This influence is also shaped by other factors such as leadership, motivation, compensation, and work environment. This indicates that the effectiveness of public organizations highly depends on a balance between information technology, digital literacy, and employee competence..

LIMITATION

Future researchers are encouraged to further develop this study by adding other variables that are assumed to influence employee performance, such as work motivation, work discipline, leadership, organizational culture, or job satisfaction. And future researchers are also encouraged to expand the research object to other government institutions so that the findings have a broader scope and can be compared across different agencies, including other KPU offices or government institutions..

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