

Human Resource Performance Improvement Model Through Digital Competence and Digital Knowledge Acquisition with Adaptive Information and Communication of Technology as a Moderating Variable at PT. Multindo Auto Finance Semarang Head Office

Muhammad Riyan Mufatikin¹⁾ & Ibnu Khajar²⁾

¹⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: muhammadriyanmufatikin.std@unissula.ac.id

²⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: ibnukhajar@unissula.ac.id

Abstract. *This scientific research, in the form of a thesis, aims to analyze and identify the influence of digital knowledge acquisition on digital competence and digital competence on human resource performance. Furthermore, this analysis and identification of the influence of digital competence on human resource performance, moderated by adaptive ICT, was conducted. The population of this study was all employees of PT. Multindo Auto Finance, Semarang head office. A sample of 100 respondents was selected and analyzed using SEM-PLS. The analysis yielded several conclusions, including: digital knowledge acquisition has a positive and significant effect on digital competence, digital competence has a positive and significant effect on human resource performance, and adaptive ICT moderates the relationship between digital competence and human resource performance.*

Keywords: Acquisition; Competence; Digital; Knowledge.

1. Introduction

In today's era of globalization, Indonesians are required to possess intellectual qualities capable of competing with foreign nations. Human resources are a crucial and inseparable factor in organizations' efforts to create competitive advantage, as competition in this era of globalization intensifies. National progress depends on human resources; the more advanced a country is, the more qualified its human resources will be.

Human resources play a crucial role in an organization. Their importance lies in their ability to respond voluntarily and positively to work objectives and their ability to achieve satisfaction with their work, thereby enabling them to contribute optimally and achieve optimal performance, helping to achieve company goals. A company's resources will not deliver optimal results without the support of human resources with optimal performance.

Technological developments have brought drastic changes to both society and the industrial world. The Society 5.0 era is one where humans live side by side with technology. We are

living in an era new where globalization and the rapid evolution of digital technology have brought significant changes to citizens.

In today's competitive landscape, organizations and companies can achieve their best if their human resources are well-developed and their potential is maximized. Developing strong human resources is undoubtedly crucial to achieving company goals. Human resource management is also essential to maximize and develop human resources as effectively and efficiently as possible, recognizing that each individual has their own unique characteristics. According to Mathis & Jackson (2021), the science and art of managing workforce relationships and functions effectively and efficiently in utilizing human talents to achieve company goals can be summarized as human resource management.

In the current digitalization era, the Human Resources (HR) factor is a major problem that can affect all sectors of life, this is due to the rapid development of technology that requires humans to continue to update on existing trends and master digital skills to survive and be able to compete in the world of work.

Human resource performance is a very important and interesting aspect because its benefits have been proven to be very significant. Therefore, efforts to improve human resource performance are the most serious management challenge because success is to achieve the goals and survival of the company depends on the quality of the performance of the human resources within it (Syamsuddinnor, 2022).

Digital competence often refers to the skills and literacy required by the average human resource to be able to learn and navigate in a digital knowledge society (Ilomaki, 2021). (Ferrari, 2023) defines digital competence as a set of knowledge, skills, attitudes, abilities, strategies and awareness required when using ICT (Information and Communication Technology) and digital media to perform tasks, solve problems, convey, manage information, collaborate, create and share content, and build knowledge effectively, efficiently, appropriately, critically, creatively, independently, flexibly, ethically, reflectively to work, relax, participate, learn and socialize.

Information technology is a combination of computer technology and interactions that form software and hardware systems. This software and hardware are used to process, generate, organize, store, and manipulate data using various methods. These methods are used to produce high-quality information that is accurate, precise, and relevant. This information is used by companies to reduce personal needs, uncertainty, governmental needs, and business activities. Information technology can produce very useful information.

Strategically, it aligns with company needs and aims to support decision-making (Samuel, 2022). Technology and communication play a crucial role in improving employee performance in today's digital age. By embracing technology and communication, employees can improve their performance and help the company achieve its goals.

Knowledge acquisition is the collection of knowledge from various sources. It is the process of adding new knowledge to the knowledge base and refining or improving previously acquired knowledge. It may be an autonomous process of knowledge creation or refinement through the use of computer programs (Wellington, 2023). Performance improvement can be achieved through knowledge acquisition because by acquiring new knowledge, individuals can improve their skills and abilities in performing specific tasks. Knowledge acquisition can help improve employee and company performance as a whole.

In the era of globalization, attention continues to be focused on human resource issues, becoming a primary focus for organizations and companies to ensure their survival. Human resources are a key factor in determining the success of effective organizational implementation. Even with adequate facilities, infrastructure, and resources, without the support of a reliable and optimally performing workforce, company activities cannot be carried out effectively. To manage human resources effectively, a company needs improving employee performance by paying attention to digital competency and knowledge acquisition moderated by Information and Communication of Technology.

PT. Multindo Auto Finance is a company operating in the financing sector since 1990. The efforts taken by the management of PT. Multindo Auto Finance in providing attitudes or policies to employees have supported the principles of organizational justice. However, behind the good management policies, there is a problem that occurs at PT. Multindo Auto Finance, namely that currently, the company has a number of problems that hinder the ability of digital competencies, especially in today's era, everything uses digital, so that the company's performance is not optimal. This will certainly have a negative impact on employee performance.

According to the results of previous research on Human Resource Performance conducted by Cartelli (2022), Puteh (2021), Monalis, (2021), Paradifa (2023), and (Marguna & Sangiasseri, 2022), it was stated that digital competence has a significant positive effect on human resource performance.

Meanwhile, research results from Maizar (2023) revealed that digital competency negatively impacts employee performance. Furthermore, research from Oktriwani (2021), published in an international journal, examined the direct relationship between digital competency and employee performance. The results showed an insignificant relationship between digital competency and employee performance digital on human resource performance.

2. Research Methods

This study employed explanatory research using quantitative methods. Explanatory research aims to test the relationship between hypothesized variables. In this type of research, a clear hypothesis is established to be tested. The hypothesis itself describes the relationship between two or more variables, to determine whether one variable is associated with another variable or not; or whether one variable is caused/influenced by another variable

(Mulyad, 2022). The researcher used this method to test the proposed hypothesis. Therefore, it is hoped that this study will explain the relationship between knowledge acquisition and digital competence, with Information and Communication Technology (ICT) as a moderating variable. The data collection conducted by the researchers in this study involved distributing questionnaires. Questionnaires are a primary data collection tool using a survey method to obtain respondents' opinions (Pujiastuti, 2021). Questionnaires can be used to obtain personal information, such as respondents' attitudes, opinions, hopes, and desires. The questionnaire requirements applied in this study refer to the semantic differential scale. The semantic differential scale is a bipolar scale, or two-pole, such as good-bad, or agree-disagree. This scale can be used to measure attitudes and is arranged in a line with very negative responses on the left side of the line and very positive responses on the right side. Data measured with the semantic differential scale is interval data.

3. Results and Discussion

3.1. Respondent Description

The respondents analyzed in this study were employees of PT. Multindo Auto Finance, Semarang Head Office, with a sample size of 100 respondents. A detailed description of the study's respondents is outlined in the following table:

Table Analysis of Respondent Descriptions

N o	Respondent Details	Amount	Presentation
1	Gender		
	Man	53	53%
	Woman	47	47%
2	Age		
	20-30 years	55	55%
	31-35 years old	45	45%
	36-46 years	0	0%
	> 46 years	0	0%
3	Years of service		
	< 1 year	0	0%
	2-3 years	42	42%
	3-4 years	58	58%
	> 5 years	0	0%
4	Last education		
	High School / Vocational School	17	17%
	D3	30	30%
	S1	53	53%
	S2	0	0%
	Total Number of Respondents	100	100%

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Referring to Table, it can be seen that the number of male respondents is greater than the number of female respondents. This means that male employees are more needed than female employees because the company operates in the financing sector, which is more predominantly field-based. In terms of age, The largest number of respondents aged 20-30 years was 55. This indicates that employees have entered their productive age. In terms of work period, respondents with a work period of 3-4 years were more dominant, totaling 58. This indicates that employees have understood the situation or culture in the workplace. In terms of education, respondents with a bachelor's degree were more dominant, totaling 53. This indicates that employees at PT. Multindo Auto Finance Semarang Head Office require a high level of skills and education.

Descriptive data displays a general overview of respondents' answers to questions or statements contained in the questionnaire as well as respondents' responses with the following categories:

Low: 1.00 - 2.99 (Score 1 - 2.99)

Medium: 3.00 - 4.99 (Score 3 - 4.99)

High: 5.00 - 7.00 (Score 5 - 7.00)

Based on the responses from 100 respondents regarding the research variables, the researcher will describe the respondents' answers in detail, grouped into descriptive statistics. The empirical description of the data used in the research using descriptive statistics is presented using the average, minimum, and maximum values.

This will determine the extent of respondents' perceptions of the variables used as indicators in the study. Below, the author will provide a more comprehensive description of the questionnaire responses received, as follows:

Table Description of Digital Knowledge Acquisition Variables (X1)

Indicator Category	Answer Respondents								Flat-
	STS	TS	ATS	N	U S	S	SS	flat	
Ability to seek knowledge	0	0	0	0	0	41	59	6.59	Tall
Internal data access capabilities	0	0	0	0	0	41	59	6.59	Tall
External data access capabilities	0	0	0	0	0	40	60	6.60	Tall
Knowledge collaboration capabilities	0	0	0	0	0	40	60	6.60	Tall
Total	0	0	0	0	0	162	238	6.60	Tall

Source: Author's analysis results (2026)

Based on respondents' responses to the digital knowledge acquisition variable, the average

answer score was 6.60, which falls into the high category. The average score for each indicator also falls into the high category. This means that respondents perceive the company's digital knowledge acquisition as good, in terms of knowledge search capabilities, internal data access capabilities, external data access capabilities, and knowledge collaboration capabilities. The highest average score was

6.60 is the respondent's response to the indicators of external data access capability and knowledge collaboration capability, while the lowest average score is the respondent's response to the indicators of knowledge search capability and internal data access capability, which is 6.59.

Table Description of Adaptive ICT Variables (X2)

Indicator	Answer Respondents								Flat-
Category	STS	TS	ATS	N	US	S	SS	flat	
Hardware	0	0	0	0	0	42	58	6.58	Tall
Software	0	0	0	0	0	35	65	6.65	Tall
Data security and integrity	0	0	0	0	0	46	54	6.54	Tall
System procedures	0	0	0	0	0	40	60	6.60	Tall
Total	0	0	0	0	0	163	237	6.60	Tall

Source: Author's analysis results (2026)

Based on respondents' responses to the adaptive ICT variable, an average score of 6.60 was found, falling into the high category, and the average score for each indicator also fell into the high category. This means that respondents perceive the adaptive ICT owned by company employees as good, in terms of hardware, software, data security and integrity, and system procedures. The highest average score of 6.65 was the respondents' response for the software indicator, while the lowest average score was the respondents' response for the data security and integrity indicator, which was 6.54.

Inner model It covers the relationships between latent variables measured by indicators and how these latent variables influence each other within the context of the constructed model. The purpose of inner model analysis is to test hypotheses regarding the relationships between variables and to understand how constructs interact within the research model. In this study, inner model analysis examines the R-square value, T-statistic, or hypothesis testing.

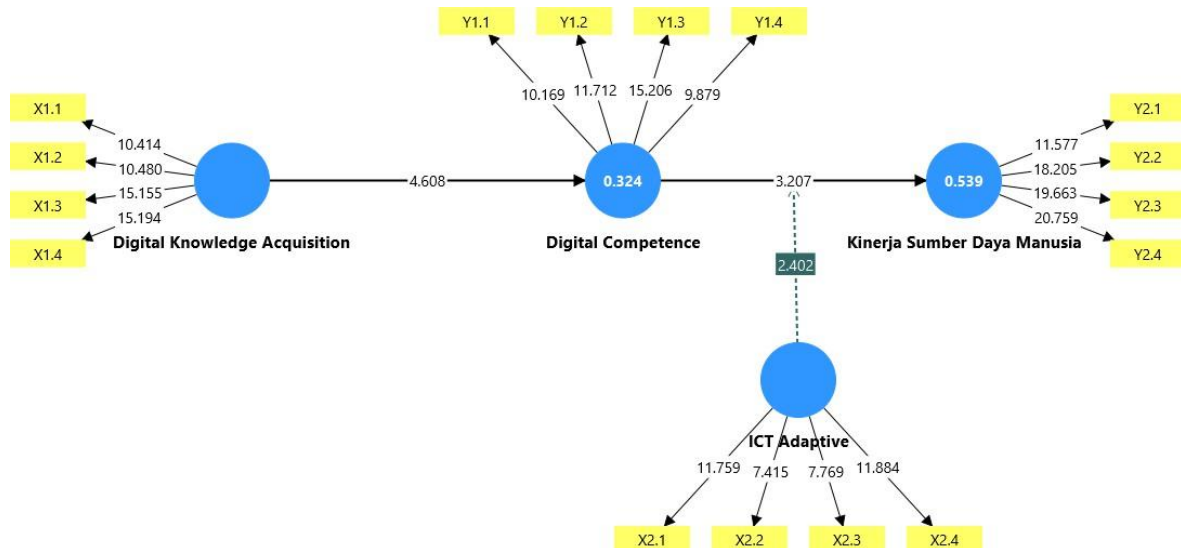


Figure Inner Model Test Model

Source: SmartPLS Output, (2026)

R-Square is a statistical indicator used to assess the extent to which independent variables are able to explain the variation of the dependent variable in a structural model. The R-Square value ranges from 0 to 1, where the higher the value, the greater the proportion of the dependent variable's variance that can be explained by the combination of independent variables in the model. In other words, R-Square reflects the level of goodness of fit of the constructed structural model. The higher the R-Square value, the better the model is at mapping the relationships between latent constructs. The R-Square value for each dependent variable in this study is summarized in the following table:

Table R Square Test Results

Variables	RSquare	R Square Adjusted
Digital Competence	0.324	0.317
Human Resource Performance	0.539	0.525

Source: SmartPLS Output, (2026)

Based on the test results, the R Square value for the Digital Competence variable was 0.324 and for the Human Resource Performance variable was 0.539. This indicates that 32.4% of the variation in Digital Competence can be explained by the independent variables in the model, while the remaining 67.6% is explained by other factors outside the model. Meanwhile, 53.9% of the variation in Human Resource Performance can be explained by exogenous constructs, and the remaining 46.1% is influenced by other factors not observed in this study.

Model fit evaluation is conducted to assess the extent to which the constructed structural model is able to represent the data as a whole. In the SmartPLS approach, one of the indicators used to assess model suitability is the Standardized Root Mean Square Residual (SRMR). SRMR measures the average standardized difference between the observed covariance and the covariance predicted by the model. The smaller the SRMR value, the smaller the difference between the actual value and the model estimate, which means the model has a good fit to the data. SRMR values < 0.100 indicate that the model has a good fit, and can be said to be suitable for use in interpretation and drawing conclusions (Henseler et al., 2016).

Hypothesis testing in this study was conducted using a bootstrapping procedure on a structural model. This analysis aims to evaluate the relationships between latent constructs through statistical significance testing. The three main indicators analyzed in this test are the path coefficient, the t-statistic, and the p-value.

According to Garson (2016), decision making regarding hypotheses is carried out using the following provisions:

- 1) The t-statistic value > 1.96 and p-value $< 0.05 \Rightarrow$ The relationship between the variables is significant, the hypothesis is accepted.
- 2) The t-statistic value < 1.96 and p-value $> 0.05 \Rightarrow$ The relationship between the variables is not significant, the hypothesis is rejected.

Bootstrapping results allow researchers to assess the direction of positive or negative influence and the level of significance of each relationship path in the model. Thus, this test provides a strong basis for evaluating whether

The hypothesis proposed in the research is supported or not by empirical data (Garson, 2016). The following are the results of the bootstrapping path coefficients test:

Table Hypothesis Test Results

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>Digital Knowledge Acquisition-></i>	0.569	0.562	0.124	4,608	0.000
<i>Digital Competence-> Performance</i>	0.485	0.479	0.151	3,207	0.001
<i>Adaptive ICTx Digital Competence</i>	0.431	0.379	0.180	2,402	0.016

Digital Competence Human Resources-> Human Resource Performance

Source: SmartPLS Output, (2026)

Based on the results of the hypothesis testing, the following interpretations were obtained:

1) The Influence of Digital Knowledge Acquisition on Digital Competence

The Original Sample value shows a positive trend of 0.569 with a T-statistic of 4.608, which is greater than 1.96. Furthermore, the P-value of 0.000 is less than 0.05. This indicates that Digital Knowledge Acquisition has a positive and significant influence on Digital Competence, thus accepting the first hypothesis.

2) The Influence of Digital Competence on Human Resource Performance

The Original Sample value shows a positive trend of 0.485 with a T-statistic of 3.207, which is greater than 1.96. Furthermore, the P-value of 0.001 is less than 0.05. This indicates that Digital Competence has a positive and significant influence on Human Resource Performance, thus accepting the second hypothesis.

3) The Effect of Adaptive ICT Moderation on the Relationship between Digital Competence and on Human Resource Performance

The Original Sample value for the variable interaction shows a positive direction of 0.431 with a T-statistic value of 2.402, which is greater than 1.96. In addition, the P-value of 0.016 is smaller than 0.05. This indicates that Adaptive ICT significantly moderates or strengthens the influence between Digital Competence and Human Resource Performance, so the third hypothesis is accepted.

3.2. Discussion of Research Results

1) The Influence of Digital Knowledge Acquisition on Digital Competence

Based on table, the t-statistics value is 4.608, which is greater than the t-table value = 1.96, and the P-Values value = 0.000, which is smaller than = 0.05, indicating that the hypothesis (H1) is accepted. The results of the study indicate that digital knowledge acquisition has a positive and significant effect on digital competence at PT. Multindo Auto Finance Semarang Head Office. This shows that the process of acquiring new knowledge related to digitalization (through literature searches, data access, and collaboration) directly improves individual digital competence. The more active employees are in searching for and processing digital information, the more their knowledge, skills, and attitudes in using technology will develop.

2) The Influence of Digital Competence on Human Resource Performance

Based on table, the t-statistics value is 3.207, which is greater than the t-table value = 1.96, and the P-Values value = 0.001, which is smaller than = 0.05, this indicates that the hypothesis (H2) is accepted. Research results This study shows that digital competence has a positive and significant impact on human resource performance at PT. Multindo Auto Finance, Semarang Head Office. This indicates that employees with high levels of confidence and skills in navigating the digital ecosystem are able to complete their tasks more effectively and efficiently. Strong digital competence enables human resources to contribute to better work quality and more optimal target achievement for the company.

3) The Effect of Adaptive ICT Moderates the Relationship between Digital Competence and Human Resource Performance

Based on table, the t-statistics value is 2.402, which is greater than the t-table value = 1.96, and the P-Values value = 0.016, which is smaller than = 0.05, indicating that the hypothesis (H3) is accepted. The results of the study indicate that adaptive information and communication technology is able to moderate the relationship between digital competence and human resource performance at PT. Multindo Auto Finance Semarang Head Office. This shows that the existence of adaptive hardware, software, and data security systems are the main supporting factors. When digitally competent employees are supported by adequate and easily adapted technological infrastructure, the resulting performance improvement will be much greater than without the support of adaptive technology.

4. Conclusion

This study aims to determine the effect of digital knowledge acquisition on digital competence, the effect of digital competence on HR performance, and whether adaptive ICT moderates the relationship between digital competence and HR performance at PT. Multindo Auto Finance, Semarang Head Office. This study was conducted by analyzing 100 questionnaires containing statements regarding the four variables. The research data was analyzed quantitatively, and to test the hypothesis, an inner model or structural measurement with SmartPLS was used. After conducting the data analysis.

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