



**THE INFLUENCE OF TECHNOLOGY READNESS, WORK EXPERIENCE AND
TECHNOLOGY TRAINING ON EMPLOYEE PERFORMANCE AT THE JEMBER
REGENCY INVESTMENT AND ONE-STOP INTEGRATED SERVICES OFFICE**

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Abstract

This study aims to investigate the effects of technological readiness, job experience, and technology training on employee performance at the Jember Regency Investment and One-Stop Integrated Services Office (DPMPTSP). The significance of technical readiness and human resource adaptation in the face of digital transformation in the public service sector is not the focus of this study. Both a survey approach and a quantitative research approach are used. The research population consisted of all Jember Regency ASN DPMPTSP employees, and the research sample was created using a census of up to 45 respondents. Data was collected using a Likert scale questionnaire, and multiple linear regression analysis was performed using SPSS software. The results of the study show that technical readiness, job experience, and technology training, respectively, have a favorable and significant impact on employee performance. At the same time, these three criteria have a significant influence on improving employee performance. These findings imply that increasing technical readiness, leveraging work experience, and implementing technology-based training are effective strategies for enhancing apparatus performance in the era of digitizing public services.

Keywords: *technology readiness*, work experience, technology training, employee performance.

INTRODUCTION

Information technology use is essential to an organization's operational performance in the era of the Industrial Revolution 4.0 and digital transformation, both in the public and private sectors. Through the Smart City and e-Government initiatives, which call for improving the apparatus's technological capability and human resource quality, the Indonesian government continues to promote the digitalization of public services. Because good performance represents the efficacy, efficiency, and community satisfaction with the services offered, it is the primary indication of successful policy implementation in this context. Thus, it is crucial to comprehend the elements that influence employee performance in order to facilitate the accomplishment of ideal organizational and public service objectives.

Employee performance can be understood as the outcome of people's efforts in fulfilling their roles and obligations, both numerically and qualitatively, in compliance with the organization's standards (Hairudin, 2025). Employee performance in the context of public services is measured not only by the quantity of tasks accomplished but also by the caliber of services provided, the speed at which they are completed, and the contentment of the community they serve (Anhara, 2025). High employee performance will encourage the organization to achieve strategic goals, increase accountability, and strengthen the image of the agency in the eyes of the public. On the other hand, low performance can have an impact on a decrease in public trust, hampered service processes, and non-achievement of regional development targets (Burhan,



2022).

The term "technology readiness" describes how prepared people or organizations are in terms of attitudes, knowledge, and technical abilities to embrace, adapt, and use new technology in the workplace. Employees with a high level of technology readiness tend to be more open to change, able to adapt to digital systems, and more quickly integrate technology into service tasks (Özşeker, 2022). In the context of technology-based public services, such as online licensing services, the technological readiness of employees has a great influence on accelerating processes, reducing administrative errors, and increasing public satisfaction. Research (Sustiyatik, 2023) demonstrates that technology ready has a major impact on an organization's social sustainable performance. Several prior studies have demonstrated that technology readiness has a favorable effect on performance, Research (Shwedeh et al., 2022) found that technology readiness improves the performance of business actors through e-commerce, (Kumi et al., 2024) showing that the dimension of employee technology readiness affects the performance of work units, research on the readiness of organizations to utilize technology in Cimahi City (Alghizzawi & Ngah, 2021) emphasized that technological readiness is closely related to improving the performance of BMN employees; and (Hamid, 2022) emphasized that digital readiness strengthens the performance of technology-based work teams.

Work experience can be understood as the length and intensity of a person in carrying out a particular job, which forms knowledge, skills, and habits in completing tasks effectively and efficiently (Inayat Hanum Indriati, 2022). Experienced employees generally have a better understanding of procedures, regulations, and service dynamics so that they are able to make faster and more appropriate decisions in dealing with various situations (Silalahi et al., 2023). Employees with work experience in licensing services will be better able to handle the amount of applications, lower the possibility of mistakes, and expedite file completion (Tanauma et al., 2022). Research (Tumiar et al., 2022) found a positive and significant influence between work experience and employee performance, (Waroi et al., 2024) demonstrates that work experience is one of the significant factors affecting employee performance, (Kitta & Idris, 2023) emphasizes that the higher the work experience, the higher the performance of employees; and (Tarisafitri et al., 2025) demonstrates that work experience contributes positively to employee performance. In the context of licensing services, work experience will help employees manage th(Scott, 2022) Shows that employees with higher experience have more consistent performance and are responsive to customer needs.

Technology training refers to competency development programs designed to improve employees' knowledge and skills in using certain technologies, such as information systems, online licensing applications, or other digital tools (Jumiarni et al., 2024). Through technology training, employees not only learn how to operate the system, but also understand the benefits, procedures, and safety standards in the use of the technology (Han Xie, 2023). In a technology-based work environment, structured training will increase employee confidence, reduce operational errors, and speed up service completion. Research (Susilowati, 2023) demonstrates that training and development have a significant impact on employee productivity and performance, and (Sihombing et al., 2025) found that job training has a positive effect on employee performance. These findings support the positive relationship between technology training and performance. (Risman, 2024) emphasizing that training and technology improve employee competence and performance are quite high, (Firman & Oktaviani, 2023) shows that



technology training contributes to improving service quality and efficiency, (Wijaya, 2023) emphasized that technology training is one of the main strategies to improve the performance of technology-based work teams.

Although many studies show that technology readiness, work experience, and technology training have a positive effect on employee performance, a number of other studies have found no significant influence on each of these variables. For example, some studies in certain sectors show that work experience is not always directly proportional to performance if it is not supported by adequate motivation and training (Kosali & Yani, 2023), while other research explains that technology training does not necessarily improve performance if it is not followed by consistent application of technology in the field (Aprilathisna, 2024). On the other hand, research on technology readiness in several public service agencies shows that employees' interest in using new technology is still limited if it is not supported by incentives and integrated information systems (Sustiyatik, 2023). The inconsistency of the results of the study shows that there is a research gap that needs to be filled, especially in the context of the One-Stop Investment and Integrated Services Office which relies on a technology-based licensing system and requires a combination of technological readiness, work experience, and technological training to achieve optimal performance. Therefore, a research entitled "The Influence of Technology Readiness, Work Experience, and Technology Training on Employee Performance at the Jember Regency Investment and One-Stop Integrated Services Office" is important to continue in order to test the consistency of the relationship between these variables in a unique local bureaucratic environment.

LITERATURE REVIEW

Technology Readiness

Technological readiness is the extent to which a person is ready to embrace, acquire, and utilize new technology to assist their work or activities. (Kumi et al., 2024) define technology readiness as people's inclination to accept and use new technology to achieve objectives in both daily life and the workplace. According to (Hamid, 2022), a person's attitudes and views around technology that either facilitate or hinder its utilization are referred to as technology readiness.

Work Experience

The duration of a person's employment as well as the quantity of knowledge, abilities, and comprehension they have acquired from their profession constitute their work experience. Work experience, according to (Deswanti et al., 2023), is a gauge of how long an individual has spent comprehending and carrying out job duties. Work experience, according to (Scott, 2022), is an employee's capacity to perform tasks and responsibilities based on his background in the industry.

Technology Training

The goal of training technology is to increase staff members' proficiency with technology tools, systems, and applications. Training, according to (Jumiarni et al., 2024), is a methodical procedure to alter employee behavior in order to accomplish corporate goals, including enhancing work abilities. Technology training, according to (Hasan et al., 2024), is a deliberate endeavor to assist staff members in gaining the skills required to use technology efficiently at work.

Employee Performance

Employee performance is the outcome of an employee's efforts to fulfill his obligations



in line with the organization's goals. Employee performance, according to (Hairudin, 2025), is the outcome of work that an individual or group inside an organization may do, both qualitatively and quantitatively, in accordance with their specific authority, tasks, and obligations. Performance, according to (Burhan, 2022), is the outcome of the amount and quality of work that an individual accomplishes while performing his duties in compliance with the assigned obligations.

RESEARCH METHODOLOGY

This study uses survey methodology and a quantitative research strategy. All ASN DPMPTSP personnel of Jember Regency made up the research population, and a census of up to 45 respondents was used to create the research sample. A Likert scale questionnaire was used for data collection, and SPSS software was used for multiple linear regression analysis. Validity and reliability tests are then used to process the gathered data. After that, the data analysis results are shown, and conclusions and recommendations are provided. Multiple linear regression analysis using SPSS 25 for Windows is the analysis method employed in this study (Scott, 2018).

RESULTS AND DISCUSSION

Data Validity Test Results

Table 1. Data Validity Test Results

No	Statement Items	Criterion 1		Criterion 2		Remarks
		Table r values	Calculated r-value	Sig value	<i>alpha</i>	
Reading Technology (X1)						
1	X1.1	0,294	0,922	0.000	0,05	Valid
2	X1.2	0,294	0,863			Valid
3	X1.3	0,294	0,916			Valid
4	X1.4	0,294	0,941			Valid
5	X1.5	0,294	0,887			Valid
Work Experience (X2)						
1	X2.1	0,294	0,908	0.000	0,05	Valid
2	X2.2	0,294	0,885			Valid
3	X2.3	0,294	0,932			Valid
4	X2.4	0,294	0,920			Valid
5	X2.5	0,294	0,870			Valid
Technology Training (X3)						
1	X3.1	0,294	0,809	0.000	0,05	Valid
2	X3.2	0,294	0,899			Valid
3	X3.3	0,294	0,885			Valid
4	X3.4	0,294	0,904			Valid
5	X3.5	0,294	0,942			Valid
Employee Performance (Y)						

1	Y1	0,294	0,315	0.035		Valid
2	Y2	0,294	0,729	0.000		Valid
3	Y3	0,294	0,585	0.000	0,05	Valid
4	Y4	0,294	0,817	0.000		Valid
5	Y5	0,294	0,858	0.002		Valid

Source : Data processed by Researcher (2026)

according to table 1's validity test findings. The correlation between each indicator of the variables Technology Readness (X1), Work Experience (X2), Technology Training (X3), and Employee Performance (Y) demonstrates valid test results, according to the validity test results. This is because the significance value is less than 0.05 (5%) and the r is calculated $> r$ table (0.294). The variables of Technology Readness (X1), Work Experience (X2), Technology Training (X3), and Employee Performance (Y) are therefore deemed valid based on all of the statement elements.

Data Reliability Test Results

Table 2. Reliability Test Results

Variable	Cronbach Alpha Values	Standart Alpha	Remarks
<i>Reading Technology (X1)</i>	0,826	0,06	<i>Reliable</i>
Work Experience (x2)	0,826	0,06	<i>Reliable</i>
Technology Training (X3)	0,824	0,06	<i>Reliable</i>
Employee Performance (Y)	0,764	0,06	<i>Reliable</i>

Source : Data processed by researchers (2026)

based on Table 2's reliability test findings. Technology Readness (X1) had a Cronbach's Alpha value of 0.826, Work Experience (X2) had a Cronbach's Alpha value of 0.826, Technology Training (X3) had a Cronbach's Alpha value of 0.824, and Employee Performance (Y) had a Cronbach's Alpha value of 0.764. Given that the Cronbach Alpha score is higher than 0.06, it may be concluded that the study's instrument is reliable.

Multiple Linear Regression Analysis Results

Table 3. Results of Multiple Linear Regression Analysis Test

		Unstandardized Coefficients	Standardized Coefficients	
Models		B	Std. Error	Beta
1	(Constant)	17,709	0,233	
	<i>Reading Technology (X1)</i>	0,075	0,023	0,353
	Work Experience (x2)	0,127	0,031	0,589
	Technology Training (X3)	0,156	0,030	0,685

Source : Data processed by researchers (2026)

according to Table 3. The following regression equations can be created using the Multiple Linear Regression Analysis Test results :

$$Y = 17.709 + 0.075 X1 + 0.127 X2 + 0.156 X3$$

1. The equation of the variable can be explained if the constant is positive 17.709 which means that if the variables *Technology Readness* (X1), *Work Experience* (X2), *Technology Training* (X3), the value remains (constant) or there is no change, then *Employee Performance* (Y) has a value of 17.709.
2. The *Readness Technology Coefficient*, is 0.075 and positive means that if the *Readness Technology* variable (X1) has increased by 1 unit significantly, and the other variables (*Work Experience* and *Technology Training*) have a fixed value or no change, then the *Readness Technology* variable (X1) will increase the value of the *Employee Performance* variable(Y) by 0.075. Likewise, when it decreases, it will decrease by 0.075.
3. The *Work Experience Coefficient* is 0.127 and positive means that if the *Work Experience* variable (X2) has increased by 1 unit significantly, and the other variables (*Technology Readness* and *Technology Training*) have a fixed value or no change, then the *Work Experience* variable (X2) will increase the value of the *Employee Performance* variable(Y) is 0.127. Likewise, when it decreases, it will decrease by 0.127.
4. The *Technology Training coefficient* is 0.156 and positive means that if the *Technology Training* variable (X3) has increased by 1 unit significantly, and the other variables (*Technology Readness* and *Work Experience*) have a fixed value or no change, then the *Technology Training* variable (X3) will increase the value of the *Employee Performance* variable(Y) is 0.156. Likewise, when it decreases, it will decrease by 0.156.

T test (Partial)

Table 4. Results of the t-test (partial)

Variable	Significance of Calculation	Significance Levels	t count	t Table
<i>Reading Technology</i> (X1)	0,002	0,05	3,305	2,020
<i>Work Experience</i> (x2)	0,000	0,05	4,138	2,020
<i>Technology Training</i> (X3)	0,000	0,05	5,272	2,020

Source : Data processed by researchers (2026)

according to Table 4. It is possible to retrieve the partial t-test results. The dependent variables of *Employee Performance* (Y) are significantly influenced, either fully or partially, by the variables of *Technology Readness* (X1), *Work Experience* (X2), and *Technology Training* (X3). The t-value of the t-> table was 2.020 and the t-value of the prior t-test was less than 0.05.

Determination Coefficient Results (R^2 Test)

Table 5. Determination Coefficient Test Results (R2 Test)

Model Summary				
Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,951a	,904	,897	,27295

Source : Data processed by researchers (2026)

The Adjusted R-square value of 0.897, or 89.7% rounded to 90%, can be determined based on the determination coefficient test findings in Table 5. This indicates that 90% of the dependent variables (employee performance) can be influenced by the independent variables (technology readiness, work experience, and technology training). Conversely, 10% is impacted by variables other than independent variables (Employee Performance).

Discussion

At the Jember Regency Investment and One-Stop Integrated Services Office, employee performance is positively and significantly impacted by readiness technology

The results showing that employee performance is positively and significantly impacted by technology readiness are consistent with the technology readiness theory proposed by (Colby, 2001). This theory explains that an individual's readiness to receive, adopt, and utilize technology in work activities is an important factor that determines the effectiveness and efficiency of task execution. In the context of technology-based public services such as DPM-PTSP, employees with a high level of technology readiness tend to be more open to change, trust digital systems, and be able to integrate technology into the licensing service process. Thus, the high readiness of technology will support process acceleration, error reduction, and service quality improvement, thus having a direct impact on improving employee performance.

The study's data analysis findings demonstrate that the Jember Regency Investment and One-Stop Integrated Services Office employees' performance is positively and significantly impacted by the technology readiness variable. This is reflected in the value of the regression coefficient which has a positive value and a significance level (p-value) below 0.05, which means that any improvement in employee technology readiness will be followed by a statistical improvement in performance. This finding indicates that employees who are more technologically prepared, both in terms of attitude, knowledge, and skills in using the online licensing system, are able to complete licensing applications faster, more accurately, and more responsive to the needs of the community. In other words, high technology readiness is the main driver for improving the quality and efficiency of services at DPM-PTSP Jember Regency.

Numerous earlier research that demonstrate the beneficial impact of technology preparedness on performance also corroborate the findings of this study. For instance, research (Sustiyatik, 2023) discovered that the organization's social performance and service sustainability are significantly impacted by staff technology readiness. Research related to technology readiness in the financial sector (Kumi et al., 2024) also emphasized that the technological readiness of employees improves the performance of work units through the use of information systems. In addition, research on organizational readiness in the use of technology in the government sector (Alghizzawi & Ngah, 2021) shows that the higher the technological readiness of employees, the better the performance in public services. (Hamid, 2022) It also confirmed that technological readiness improves performance through the use of digital facilities. Therefore, the results that technology readiness significantly and favorably affects DPM-PTSP employees' performance in Jember Regency are in line with earlier research conducted in a variety of industries and



organizational settings.

Employee Performance at the Jember Regency Investment and One-Stop Integrated Services Office Is Positively and Significantly Affected by Work Experience

Human capital theory and work experience theory in human resource management are consistent with the conclusions that work experience has a favorable and significant impact on employee performance. This idea holds that work experience is a type of investment in human capital that develops knowledge, abilities, and work habits over time while a person works in a certain profession. In the context of public services such as DPM-PTSP, employees who have longer work experience tend to better understand licensing procedures, regulations, and public demand patterns, so that they can make decisions faster and more appropriately. High work experience will increase efficiency, accuracy, and consistency in the execution of tasks, which ultimately impacts improving overall employee performance (Tanauma et al., 2022).

Work experience factors have been shown to positively and significantly impact employee performance at the Jember Regency Investment and One-Stop Integrated Services Office, according to data analysis results. This is shown by the value of the regression coefficient with a positive value and a significance level below 0.05, which means that the longer the employee has work experience in the DPM-PTSP environment, the higher the level of performance he achieves. These findings indicate that employees who have worked in the agency for a long time have a better understanding of the licensing system, workflows, and service dynamics, so that they are able to handle licensing applications faster, more accurately, and more responsive to the needs of the community. In other words, work experience is one of the important factors that strengthen the quality and reliability of service at DPM-PTSP Jember Regency.

The results of this study are consistent with several earlier studies that demonstrate the beneficial effects of work experience on employees and employee performance. For instance, job experience has a favorable and considerable impact on employee performance, according to studies (Tumiar et al., 2022). According to research (Waroi et al., 2024), one of the key elements influencing employee performance in a government setting is job experience. Furthermore, (Tarisafitri et al., 2025) highlighted that employee performance increases with job experience. Higher work experience is linked to more reliable and responsive performance, according to research in (Hermawan et al., 2021) and various studies in the service industry (Deswanti et al., 2023). Therefore, the results of earlier research in a variety of industries and organizational settings are consistent with the conclusion that work experience has a favorable and significant impact on the performance of DPM-PTSP personnel in Jember Regency.

Employee Performance at the Jember Regency Investment and One-Stop Integrated Services Office Is Improved and Significantly Affected by Technology Training

The results show that employee performance is positively and significantly impacted by technology training, which is consistent with the organizational management theory of training and human resource development. According to this view, training is a methodical process that enhances employees' knowledge, abilities, and capacity to use particular instruments, systems, or processes. In the context of technology-based DPM-PTSP, technology training equips employees with a better understanding of online licensing information systems, applications used, as well as security standards and digital work procedures (Jumiarni et al., 2024). Thus, structured

technology training will increase the competence, confidence, and efficiency of employees in carrying out licensing service tasks, so that it ultimately contributes directly to improving employee performance.

Employee performance at the Jember Regency Investment and One-Stop Integrated Services Office was positively and significantly impacted by the technology training variable, according to the data analysis results. This is evident from the regression coefficient's positive value and significance level (p-value) below 0.05, which indicates that any increase in the amount and caliber of technology training will statistically result in an increase in employee performance. These results demonstrate that workers who participate in regular, structured technology training are more likely to be adept at using online licensing systems, be able to deal with technical limitations more quickly, and enter data more accurately. Put another way, one of the key contributing elements to raising the caliber, dependability, and speed of services at DPM-PTSP Jember Regency is effective technological training.

Numerous earlier research that demonstrate the beneficial effects of work training or technological training on employee performance corroborate the results of this study. For example, research (Fruit, 2025) discovered that employee performance and productivity are significantly impacted by training and development. Research (Mujiati, 2025) demonstrates that job training improves worker performance. In addition, the study of the influence of training and technology (Nurdin, 2023) concluding that technology training increases employee competence and performance quite highly. Research (Tiyas & Parmin, 2021) It also emphasized that technology training contributes to improving service quality and work efficiency. Therefore, the results of earlier research in a variety of industries and organizational settings are in line with the conclusions that technology training significantly and favorably affects the performance of DPM-PTSP staff in Jember Regency.

CONCLUSION

Employee performance at the Jember Regency Investment and One-Stop Integrated Services Office is positively and significantly impacted by technological readiness, job experience, and technology training, according to the discussion of the research findings. The ability of employees to manage the online licensing system, expedite the service process, decrease errors, and boost public satisfaction can all be enhanced by their high level of technological readiness, length of employment, and regular, high-quality, and intense technology training. Therefore, these three elements are crucial combinations that must be taken into account in an attempt to boost worker performance and raise the standard of public services in DPM-PTSP Jember Regency.

To further improve employee performance, the management of DPM-PTSP Jember Regency is advised to continue to develop technology training programs on a regular and structured basis, especially for employees who have a low level of technology readiness. In addition, it is necessary to make optimal use of the work experience of senior employees as a source of learning for new employees through mentoring or mentoring mechanisms. Additionally, it is recommended that institutions integrate technology into the employee performance rating system and periodically assess the efficacy of training and technology use. To give a more complete picture of the elements influencing employee performance in a technology-based public service setting, it is advised that future researchers expand their studies by including additional



moderation or contextual variables, such as motivation, organizational support, or digital culture.

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