



Journal of Advanced Research in Computing and Applications

Journal homepage:
<https://karyailham.com.my/index.php/arca>
2462-1927



The Influence of Digital Competence and ITC to Digital Transformation and the Implication on Company Performance in Tenggara Branch Post Office

Muhammad Nazhim Maulana^{1,*}, Maniah¹, Melia Eka Lestiani¹

¹ Logistics Management, Universitas Logistik dan Bisnis Internasional, Bandung, Indonesia

ARTICLE INFO

Article history:

Received 1 April 2025

Received in revised form 15 May 2025

Accepted 28 May 2025

Available online 3 June 2025

Keywords:

Digital Competency; Information Technology and Communication (ITC); digital transformation; company performance

ABSTRACT

The Tenggara Branch Post Office is one of the branches owned by PT Pos Indonesia Persero and has also experienced the transformation carried out by PT Pos Indonesia Persero. However, based on a comparison of data for 2023 and 2024, there is a problem in the form of a serious decline in operational performance, meaning that the company's performance is also not good. The author suspects that this decrease in performance is caused by Digital Transformation and Digital Transformation is influenced by ITC and Digital Competency. The author aims to examine the influence of Digital Competency and ITC on Digital Transformation and its implications for Company Performance. The total population is 150 and the sample size is calculated using the Slovin method and the number obtained is 109. The results obtained are all valid and reliable data so they can be processed using the SMART PLS application. There is a positive and significant influence between Digital Competency on Company Performance. There is a positive and significant influence between ITC on Company Performance. There is a positive and significant influence between Digital Competency on Digital Transformation. There is a positive and significant influence between ITC on Digital Transformation. There is a positive and significant influence between Digital Competency on Company Performance. There is a positive and significant influence between Digital Competency and ITC on Company Performance through Digital Transformation.

1. Introduction

Tenggara branch post office is one of the post office branches in east Kalimantan. There are many ongoing business activities in the Tenggara branch post office. One of the main activities is delivery shipments. However, the delivery performance in the Tenggara branch post office experienced a reduction, as shown in Table 1.

Based on information from Table 1 we could see that the average delivery performance in Tenggara branch post office was 91% and the average of delivery performance now is 85%. The performance in 2024 is lower than 2023. According to head of the Tenggara branch post office,

* Corresponding author.

E-mail address: nazhimmaulanamuhammad@gmail.com

delivery performance is also part of company performance. If there is a problem in delivery performance then there must be a problem in Tenggara Branch office performance. According to previous study Risma and Suwandi [1], company performance is the ability of a company to fulfill its target. This performance could be used as benchmark for business success in a company and could be used as evaluation material.

Table 1
Delivery Performance 2023 - 2024

No	Month	2023	2024	Deviation
1	Januari	95%	82%	-14%
2	Februari	94%	79%	-15%
3	Maret	94%	82%	-12%
4	April	85%	86%	1%
5	Mei	86%	88%	2%
6	Juni	84%	82%	-2%
7	Juli	94%	84%	-10%
8	Agustus	93%	80%	-13%
9	September	95%	82%	-13%
10	Oktober	94%	91%	-3%
11	November	92%	95%	3%
Total		1005%	929%	
Average		91%	85%	

According to previous study Virginia Barba-Sánchez *et al.*, [2], digital transformation could affect the performance of a company. A study Suhairi *et al.*, [3] said that digital transformation is a process of change that occurs because of the fast development of technology by using the existence of information technology and digital competence to enhance company performance. Imelda [4] explained that digital transformation has a positive and significant effect on Songket company's performance in Palembang. However, there are studies Ageng *et al.*, [5] and Ningsih *et al.*, [6] said that digital transformation does not have any significant effect on company performance. Digital transformation uses technologies that of course have negative effects. One of them is stress which indirectly affects feeling psychologically, physically, and Human Behavior. From that information, the writer gets a chance to research the effect of digital transformation on company performance.

Palupiningrum *et al.*, [7] explain that digital competency affects digital transformation in Bank Indonesia. According to previous study by Masitaningrum [8], digital competency is a set of knowledge, skills, and attitudes that is required when using information technology and communication and also digital media for finishing problems or collaborating. Sidupa [9] said that digital competency is needed to fulfill every digital transformation activity. We all know that digital competency is important, but according to previous studies Babys *et al.*, [10] and Fitri *et al.*, [11] digital competency does not affect digital transformation because digital technology could degrade human excellence and replace human position. By looking at two different opinions, the writer obtains a chance to research the effect of digital competency on digital transformation.

Marantika *et al.*, [12] said that humans cannot be separated by the advances in information technology and communication. Meti and Sari [13] and Sinaga *et al.*, [14] explain that the use of digital information technology and communication could make digital transformation more effective and efficient. However, according to previous study there are still negative effects of information technology and communication like increasing cybercrime, lack of interaction, and disruption of

mental health [15]. Because of these two different statements, the writer has a chance to research the effect of information technology and communication (ITC) on digital transformation.

According to Mudjiono *and Fandi* [16], company performance in a Limited Liability Company in Surabaya could increase because its leader increases its team's digital competencies. Sunarti [17] said that digital competency has an important role in company performance. But Basri *et al.*, [18] and Chelsya and Natasya [19] said that digital competency hurts company performance because it forces employees to use AI which could lead to a skills gap and it has a really bad impact on a company. From here writer gets a chance to research the effect of digital competency on company performance.

Anjali *et al.*, [20] and, Bintang and Hendra [21] said that employees who can adapt to information technology and communication in the end will increase the company's performance because the use of technology could make every company's operational activity easier. However, information technology and communication could reduce company performance because it gives extra demand that increases workload and the end makes employees become stressed and burn [22,23]. That thing will lead to a reduction in company performance. Those differences give the writer a chance to research the effect of ITC on company performance.

Based on what previous researchers have done about the effect of digital competency and ITC on digital transformation and company performance. There is still a gap where some researchers have different opinions, for example, some say that digital Competence affects company performance and some say no. Also, most of the research is done in a manufacturing company or bank and not a logistics company. Last but not least, most of the research is done in Java and it is seldom to find any research that talks about the same topic in Kalimantan, especially Tenggarong. From there, the writer gets a chance to do research with the title "The Influence of Digital Competence and ITC to Digital Transformation and the Implication on Company Performance in Tenggarong Branch Post Office".

1.1 Literature Review

1.1.1 Digital transformation

Nurwidasa [24] said that digital transformation is a part of the process of bigger technological existence that is related with the implementation of digital technology in all aspect of life in the society. According to Aprilia and Leli [25], there are four main dimensions in digital transformation, they are infrastructure and digital technology, security and compliance, data analytic and speed, also innovation and collaboration. Infrastructure and Digital Technology dimension has two indicators they are provision of adequate technology and infrastructure and preparation of correct business process. Security and compliance dimension has two indicators; they are understanding about cyber security and obedience to cyber law. This section should briefly explain this research's literature review and supporting theories. data analytic and speed dimension has two indicators; they are ability to process data delivery information based on data. Last is innovation and collaboration dimension have two indicators they are the use of technology to solve problem and cooperation with the help of technology

1.1.2 Digital competency

According to Guridno and Wulan [26], digital competency is a knowledge that is needed in 21st century because this is the era where technology development is really massive. Putri *et al.*, [27] said that digital competency has five main dimensions. They are information with two indicators they are ability to process information and evaluate information. Next is Communication, it has two

indicators, they are ability to communicate in digital environment and appreciate different opinion. Next is content creating dimension with one indicator and that is ability to create and edit new and creative content. Also, there is safety dimension with one indicator and it is able to secure private data/information. Last but not least is problem solving dimension with one indicator and it is ability to solve problem with the help of technology.

1.1.3 Information technology and communication

Sumakul *et al.*, [28] said that ITC is a set of hardware and software that is used to tell information and has a really fast development now. Nabila *et al.*, [29] explains that ITC has three main dimensions. The first is hardware, this dimension has two indicators, they are ability to understand and fix hardware. Next is software dimension, this dimension has two indicators and the first is ability to use computer operating system and the use of software that is compatible with existing hardware. Last is internet dimension and has two indicators, they are first able to act wisely on the internet and able to integrate existing technology with the internet.

1.1.4 Company performance

According to Hotnauli and Etty [30], company performance is a business result that could be achieved from any procedure in any period of time that has fulfilled benchmarks set by the business for producing big profit. Alifah [31] said that company performance has two dimensions and they are quality and quantity. Quality has two indicators; they are increasing employee growth and increase asset growth. Quantity also has two indicators; they are sales growth and profit growth.

1.1.5 Effect of digital competency to company performance

The digital competency has a positive relationship with company performance [32-34]. With the existence of digital competency, a company is able to easily adapted with the changes of technology and new working practice. By utilizing digital competency, a company also be able to increase the number of their visitors.

1.1.6 Effect of ITC to company performance

According to Raihan *et al.*, [35], ITC has effect to company performance. This could happen because the release of Artificial Intelligence (AI) that could help to increase the service quality and at the end this could lead to the increasing of company performance. Aldi *et al.*, [36] also said that the use of ITC could help in arranging, storing, and transmitting information so that productivity could be increased and company's performance will also increase.

1.1.7 Effect of digital competency to digital transformation

There is an effect of digital competency to digital transformation. According to Junaidi [37], the maximum effect of digital transformation could be achieved if a company has an adequate digital competency. Irfan Nursetiawan *et al.*, [38] said that digital competency is needed to accelerate digital transformation itself.

1.1.8 Effect of ITC to digital transformation

Sati *et al.*, [39] said that currently in education there are so many transformations, from a basic learning process to learning with technology basis and of course this digital transformation needs ITC adjustment. There is also research that is done by Ningrum *et al.*, [40], it shows that ITC could accelerate the integration process of digital transformation.

1.1.9 Effect of digital transformation to company performance

Mangkuanom *et al.*, [41] explained that this digital transformation could increase the performance of a company and also could give competitive superiority. According to Barus *et al.*, [42], digital transformation could increase company performance because in the transformation process company get a new look in management, operational optimization, and fixes in business model to be more efficient.

1.1.10 Gap Analysis

The writer has shown experts' opinions about the subject. It starts from an opinion that said that there is an effect of digital competency on company performance, there is an effect of ITC on company performance, there is an effect of digital competency on digital transformation, there is an effect of ITC on digital transformation. However, there is still research by Ageng, et al. [5] and Intan Ningsih *et al.*, [6] said that digital transformation does not have any significant effect on company performance. Digital transformation uses technologies that of course have negative effects. Because of this different opinion and because there is no research about logistic companies like Tenggara Branch Post Office so writer gets a chance to do research how much the influence of digital transformation on Tenggara Branch Post Office performance.

Babys *et al.*, [10] and Fitri *et al.*, [11] that shows that digital competency does not affect digital transformation because digital technology could degrade human excellence and replace human position. From here writer gets a chance to do research about the effect of digital competency on Tenggara Branch Post Office performance.

According to Mu'min *et al.*, [22] and Rauuf *et al.*, [23], information technology and communication could reduce company performance because it gives extra demand that increases workload and the end makes employees become stressed and burn. That thing will lead to a reduction in company performance. Based on this different opinion, writer gets a chance to do research about the effect of ITC on Tenggara Branch Post Office performance.

Basri *et al.*, [18] and Chelsya and Natasya [19] said that digital competency hurts company performance because it forces employees to use AI which could lead to a skills gap and it has a really bad impact on a company. Because there is still a difference in opinion about competency digital effect on digital transformation, the writer gets a chance to do research about digital competency effect on digital transformation in Tenggara Branch Post Office.

According to Rahimand Mutiara [15] there are still negative effects of information technology and communication like increasing cybercrime, lack of interaction, and disruption of mental health. From here writer gets a chance to do research about the effect of ITC on digital transformation in Tenggara Branch Post Office.

Research results by previous researchers about there is effect of digital competency, and ITC on company performance and also digital competency and ITC on digital transformation give a chance

for the writer to do research with the title The Influence of Digital Competence and ITC to Digital Transformation and the Implication on Company Performance in Tenggara Branch Post Office.

2. Methodology

This research is classified as quantitative, descriptive, and verification research. As explained by Sahir [43], quantitative research is research that is structured from start to finish and this research uses statistics as a data processing tool. Therefore, this research requires data in the form of numbers. Then descriptive research is research that describes a phenomenon with accurate data and is researched systematically. Next, there is verification research, which is an activity carried out to test the truth of the hypothesis that has been formulated.

In this research, the verification method is used to ensure that there is a relationship between variables based on empirical data analysis. In the scientific process, this method is very important because it is evidence that shows the truth or rejection of a theory based on real-world data that has been collected. The focus of this descriptive research is to show or describe the current state of the phenomenon accurately without any exploration between variables. In contrast to descriptive research, verification research here functions to test hypotheses and ensure the validity of existing theories under certain conditions. By combining these two methods, a broader framework is obtained for researchers to explore, describe, and verify knowledge in various fields of study.

The tool that is going to be used in this research is SMART PLS, this tool is used to process quantitative data and analyze the relationship between variables. This tool will predict the relationship between variables based on data that has been collected. This tool is built with complexity, but it does not depend on how much data exists or collected. This tool also could confirm or verify whether there is a relationship between latent variables.

2.1 Testing the Quality of Questionnaires as a Tool for Collecting Respondent Data

The data used in this research will be collected using a questionnaire. According to Sahir [43], a questionnaire is a series of question instruments that are prepared based on measuring instruments for research variables. This questionnaire must first be tested for quality through two types of testing, namely validity testing and reliability testing.

2.1.1 Validity test

The validity test aims to see to what extent the respondent understands the questions asked by the researcher and through this validity test the author can ensure that the answers the respondent conveys are in accordance with the existing reality. Duryadi [44] added that a question will be considered valid if it has a loading factor value equal to 0.70 or greater.

2.1.2 Reliability Test

Muin [46] explain that reliability is a series of measurements or a series of measuring instruments that have consistency when carried out with the same measuring instrument repeatedly. From this, it can be concluded that the reliability test is a test carried out to measure the consistency of the answers given by respondents to the same question at different times. The more consistent the answers given by respondents, the higher the reliability value. The study added that data that has an instrument reliability value greater than 0.7 is declared reliable.

2.2 Population and Sample

According to Sahir [43], the population is all the subjects studied. Then, Muin [46] added that this population is not only subjects but also involves other natural objects or objects. This population can be interpreted as the object being studied (humans, animals, or other objects) with the number and characteristics that have been determined by the researcher to be studied and conclusions drawn. The author determines Executive Managers, Supervisors, Account Managers, Branch Managers, Personnel, and Agenpos at the Tenggarong Branch Post Office as the population to be studied to obtain information about their interpretation of digital competence, Information and Communication Technology, Digital Transformation, and Company Performance. The total population is 104 people, with details presented in the following Table 2.

Table 2

Sampling population

No	Jabatan	Pria	Wanita	Total
1	Executive Manager	1		1
2	Supervisor	3	3	6
3	Branch Manager	12	3	15
4	Account Manager	2	1	3
5	Oranger	67	45	100
6	Agenpos	7	6	13
Total		92	58	150

Syafrida Hafni Sahir [43] said that the sample is a portion of the population to be studied. Yansen Vernando *et al.*, [48] explain that the value of the number of samples in research must be calculated with the aim of getting as few samples as possible which can represent the entire population. The following is the formula used to calculate the sample size.

$$n = \frac{N}{1 + Ne^2} \quad (1)$$

Where:

n = Total of Sample A

N = Total of Population = 150 people

e = Acceptable error rate = 0.05

Total sample in this research based on [48] formula is:

$$n = \frac{N}{1 + Ne^2} \quad (2)$$

$$n = \frac{150}{1 + 150 \times 0.05^2} \quad (3)$$

$$n = \frac{150}{1.375} \quad (4)$$

$$n = 109.09 \text{ rounded and become into } 109 \text{ respondents} \quad (5)$$

Based on the calculation results above, it has been determined that the number of respondents is 109 respondents.

2.3 Descriptive Test

According to Vernando *et al.*, [48], descriptive tests are a method of analysis that is applied to summarize and describe the characteristics of a set of data. The purpose of this test is to present data concisely and easily understood. This test focuses on interpreting the average value of each variable. The following is an interpretation scale for average values:

- 1,00 – 1,80 = “Really Low” (Indicates that there is a significant problem)
- 1,80 – 2,59 = “Low” (Indicates less than optimal performance)
- 2,60 – 3,39 = “Moderate” (Could be increase)
- 3,40 – 4,19 = “High” (Has a good performance)
- 4,20 – 5,00 = “Really High” (Has an optimal performance)

2.4 Verify Test

This verification test is a research method used to confirm the relationship between variables that have been included in the hypothesis. This method is a common method in quantitative research. Handayani [49] emphasized that the main purpose of this verification test is to test the truth of the hypothesis that has been determined based on the data that has been collected.

3. Results

3.1 Descriptive Test

The following is Table 3 which shows the results of descriptive test calculations:

Table 3

Descriptive test result

Variable	Indicator	Mean
Digital Competency	A1 – A7	3,697 – 3,835
Information Technology and Communication	B1 – B4	3,523 – 3,780
Digital Transformation	C1 – C8	3,349 – 3,798
Company Performance	D1 – D4	3,807 – 3,927

Based on the data above, it can be seen that the average value of each variable is quite varied, from 3,349 to 3,927. There are variables whose indicators have an average value below 3,400 (fairly good) and there are also variables that have an average value above 3,400 but below 4,9 (good). From here, the author gets the opportunity to identify the cause of the average value which is still not maximum, and allows researchers to try to make improvements to this problem. Even though there are several indicators whose scores are already good, there are still several indicators whose scores are quite good and are still not optimal so there are still wide opportunities to make improvements and improvements to become even better.

3.2 Validity Test

The following Table 4 is the result of the validity the test that has been done by using SMART PLS.

Table 4
Validity test result

	Company Performance	Digital Competency	Digital Transformation	ITC
A1		0,716		
A2		0,826		
A3		0,836		
A4		0,860		
A5		0,883		
A6		0,906		
A7		0,840		
B1				0,879
B2				0,907
B3				0,788
B4				0,724
C1			0,722	
C2			0,757	
C3			0,799	
C4			0,843	
C5			0,862	
C6			0,855	
C7			0,816	
C8			0,720	
D1	0,872			
D2	0,914			
D3	0,904			
D4	0,873			

Widodo *et al.*, [45] said that an indicator could be called valid if the loading factor score is bigger than 0,700. Based on the above table we can see that all indicators loading factor score is bigger than 0,700. From there, we could say that all indicators that are used in this research are valid.

3.3 Reliability Test

Nurdiyanah *et al.*, [50] stated that the reliability test for each variable can be measured using four tests, starting from Cronbach's Alpha test, Rho A Test, Composite Reliability Test, and Average Variance Extracted (AVE) Test. According to Duryadi [44], each test has a minimum value that must be met to be accepted. For Cronbach's Alpha the value must be $> 0,700$, for AVE > 0.500 , Composite Reliability $> 0,700$, and Rho A $> 0,700$. The following Table 5 is the results of the reliability test obtained based on testing at SMART PLS:

Table 5
Reliability test result

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Company Performance	0,913	0,916	0,939	0,794
Digital Competency	0,930	0,933	0,944	0,706
Digital Transformation	0,918	0,923	0,933	0,638
ITC	0,853	0,901	0,896	0,685

Based on the data in the table above, it can be seen that all existing variables have a Cronbach's Alpha value $> 0,700$, then a Rho A value $> 0,700$, a Composite Reliability value $> 0,700$, and an Average

Variance Extracted (AVE) value > 0.500. From the data that has been obtained, each variable in this study is classified as reliable. From this, it can be said that the questionnaire used to collect data is a quality questionnaire because it meets the requirements as a data collection tool from respondents, namely valid and reliable. That way, all the data in this research is suitable for processing using the SMART PLS application.

3.1. Hypothesis Test

According to Halimah *et al.*, [51], a hypothesis can be said to be true if the value of $t_{\text{count}} > t_{\text{table}}$. Apart from that, Lestari *et al.*, [52] added that other values need to be considered besides the t value. This value is the P-value which determines significance. So, if the P-value is smaller than 0,05 then there is a significant influence between the exogenous variable and the endogenous variable. That way, if the value of $t_{\text{count}} > t_{\text{table}}$ and P-Value < 0,05 then it can be stated that there is a positive and significant influence between exogenous and endogenous variables. The following Table 6 is the results of hypothesis testing carried out with the help of the SMART PLS application.

Table 6
Hypothesis test result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Digital Competency -> Company Performance	0,413	0,417	0,093	4,443	0,000
Digital Competency -> Digital Transformation	0,346	0,350	0,084	4,115	0,000
Digital Transformation -> Company Performance	0,162	0,169	0,079	2,045	0,021
ITC -> Company Performance	0,375	0,363	0,095	3,965	0,000
ITC -> Digital Transformation	0,444	0,446	0,080	5,552	0,000
Digital Competency -> Digital Transformation -> Company Performance	0,056	0,059	0,031	1,786	0,037
ITC -> Digital Transformation -> Company Performance	0,072	0,076	0,040	1,796	0,037

For value of t_{table} total with the number of respondents, as many as 109 is 1,659. Based on the data obtained from the table above, the following are the results of the hypothesis testing that has been carried out:

- There is a positive and significant influence between Digital Competency on Company Performance, this can be seen from the t_{count} of 4,443. This value is greater than t_{table} and the P-Value is $0,000 < 0,050$.
- There is a positive and significant influence between Digital Competency and Digital Transformation, this can be seen from the t_{count} of 4,115. This value is greater than t_{table} and the P-Value is $0,000 < 0,050$.
- There is a positive and significant influence between Digital Transformation on Company Performance, this can be seen from the t_{count} of 2,045. This value is greater than t_{table} and the P-Value is $0,021 < 0,050$.
- There is a positive and significant influence between ITC on Company Performance, this can be seen from the t_{count} of 3,965. This value is greater than t_{table} and the P-Value is $0,000 < 0,050$.
- There is a positive and significant influence between ITC on Digital Transformation, this can be seen from the t_{count} of 5,552. This value is greater than t_{table} and the P-Value is $0,000 < 0,050$.

- vi. There is a positive and significant influence between Digital Competency and ITC on Company Performance through Digital Transformation, this can be seen from the t_{count} of 1,786 and 1,796. This value is greater than t_{table} and the P-Value is $0,037 < 0,050$ and $0,037 < 0,050$.

3.2. Research Result Model

The following Figure 1 is the research result model that is acquired from SMART PLS.

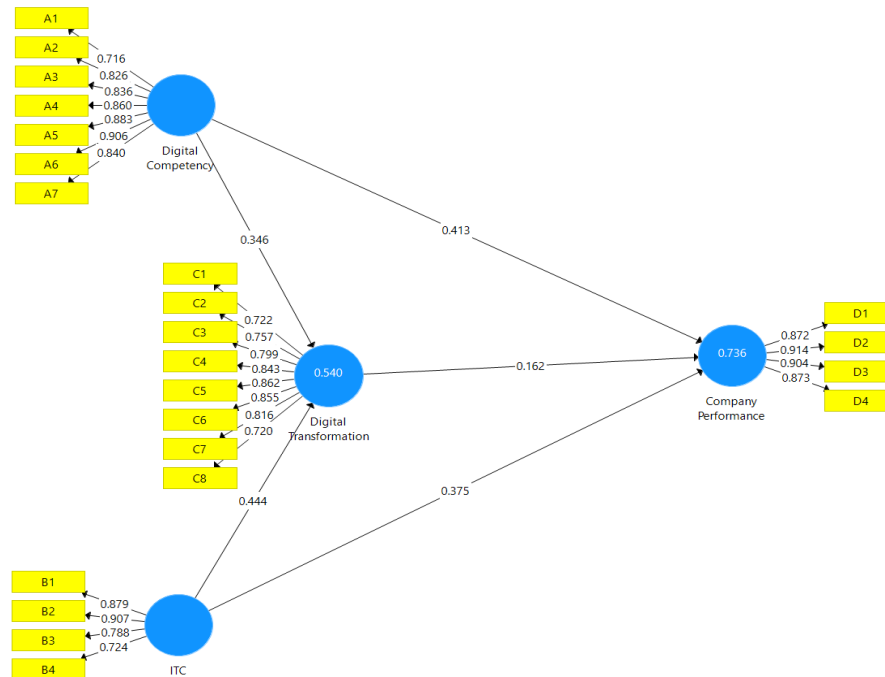


Fig. 1. Research result model

Based on the picture above, it can be seen that the path coefficient for Digital Competency on company performance is 0.413 and is the coefficient with the largest value among other exogenous variables. Then, the ITC path coefficient value for Company Performance is 0.375. The path coefficient value of Digital Transformation on Company Performance is 0.162 and from here we can also see that this value is the smallest path coefficient value.

4. Conclusions

Research results have proven that:

The descriptive test of the variables studied consists of the average value of several variables. Firstly, the Digital Competency variable has an average value of 3,793 and is grouped into a good variable group, meaning this variable meets the requirements for scrutiny. One of the reasons why the average value of the digital competency variable is not optimal is that the information delivery indicator based on data only has an average value of 3,697. Next, there is the ITC variable which has an average value of 3,651 and is grouped into the good variable group, meaning this variable meets the requirements for research. One of the reasons the average value of the ITC variable is not optimal is being able to act wisely in cyberspace (the internet), which only gets an average value of 3,523. Then there is the Company Performance variable which has an average value of 3,796 and is grouped

in the good variable group, meaning this variable meets the requirements for scrutiny. One of the reasons the average value of this company performance variable is not optimal is the increase in employee growth which only obtained an average value of 3,807. Finally, there is the Digital Transformation variable which has an average value of 3,643 and is grouped into the good variable group, meaning this variable meets the requirements for scrutiny. One of the reasons the average value of the digital transformation variable is not optimal is the indicator of adequate technology and infrastructure provision which only gets an average value of 3,349

There is a positive and significant influence between Digital Competency on Company Performance, this can be seen from the t value of 4,443. This value is greater than t_{table} and the P-Value is $0,000 < 0,050$. There is a positive and significant influence between Digital Competency and Digital Transformation, this can be seen from the t value of 4,115. This value is greater than t_{table} and the P-Value is $0,000 < 0,050$. There is a positive and significant influence between Digital Transformation on Company Performance, this can be seen from the t value of 2,045. This value is greater than t_{table} and the P-Value is $0,021 < 0,050$. There is a positive and significant influence between ITC on Company Performance, this can be seen from the t value of 3,965. This value is greater than t_{table} and the P-Value is $0,000 < 0,050$. There is a positive and significant influence between ITC on Digital Transformation, this can be seen from the t value of 5,552. This value is greater than t_{table} and the P-Value is $0,000 < 0,050$. There is a positive and significant influence between Digital Competency and ITC on Company Performance through Digital Transformation, this can be seen from the t-count values of 1,786 and 1,796. This value is greater than t_{table} and P-Value of $0,037 < 0,050$ and $0,037 < 0,050$.

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