



The Impact of Digital Competence and Learning Agility on the Work Adaptability of Employees at PT GoTo Gojek Tokopedia TBK in South Jakarta

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Abstract

Digital transformation drives rapid structural and operational realignments within technology ecosystems, requiring personnel to possess robust technological proficiencies alongside dynamic adaptive capabilities. This empirical study evaluates the structural impact of digital competence and learning agility on employee work adaptability at PT GoTo Gojek Tokopedia Tbk in South Jakarta. Utilizing a quantitative causal associative design, primary data were gathered from one hundred active employees selected through purposive sampling criteria, with sample sizing determined via the Lemeshow formulation for unknown populations. Multiple linear regression modeling executes through ordinary least squares estimation, confirming that digital competence and learning agility exert positive and statistically significant partial effects on work adaptability. Simultaneously, both independent variables demonstrate a substantial joint influence, accounting for sixty seven point five percent of the overall variance in employee adaptability, while unobserved residual factors represent thirty two point five percent. These findings highlight the critical synergy between functional technological mastery and psychological learning flexibility, demonstrating that integrating digital skill sets with adaptive mindsets forms a vital operational foundation for sustaining workforce resilience, operational performance, and organizational agility amidst continuous market disruptions.

Keywords : Digital Competence, Learning Agility, Work Adaptability, Digital Transformation, Technology Startup.



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INTRODUCTION

Contemporary global economic markets are characterized by unprecedented technological disruption that forces modern corporations to fundamentally alter their operational paradigms and organizational structures through relentless digital transformation (Sitompul, 2026). This pervasive shift transcends mere software adoption, reshaping the fundamental architecture of corporate environments where employees face continuous exposure to emergent digital tools and algorithmic workflows that demand sophisticated skill sets (Wardhana et al., 2026). As digital ecosystems expand across emerging markets, multinational enterprises and large digital conglomerates encounter relentless pressure to reconfigure their human capital strategies to maintain competitive advantage amidst severe market volatility (Priyanto et al., 2025). Consequently, contemporary organizations operate within highly fluid ecosystems where the velocity of technological obsolescence necessitates a complete reassessment of workforce capabilities and the structural mechanisms driving sustainable organizational performance (Rachmat et al., 2025).

Prior empirical investigations within human resource management and organizational behavior have extensively explored how employee competencies shape institutional resilience and innovative capacity under shifting technological paradigms (Sari et al., 2026). Scholarly consensus highlights that targeted capability development initiatives significantly elevate operational productivity and foster positive behavioral adaptations among modern workforce cohorts navigating complex digital architectures (Sholehah & Susyanti, 2026). Furthermore, empirical research demonstrates that advanced technological fluency serves as a vital anchor enabling personnel to process complex information flows while maintaining operational efficacy during periods of structural transition (Wardhana et al., 2026). Concurrently, academic literature underscores the psychological dimensions of adaptation, establishing

that individual learning frameworks heavily influence how personnel absorb novel operational demands and reconfigure their daily routines in response to disruptive technological innovations (Rahmawati et al., 2025).

Despite the growing body of literature concerning digital integration and human resource development, significant conceptual and empirical limitations persist within current academic discourse. Existing studies predominantly analyze technical proficiency and adaptive learning as isolated constructs, frequently overlooking their simultaneous and interactive contributions to individual work adaptability within hyperdynamic digital commerce environments (Priyanto et al., 2025). Moreover, prior research tends to concentrate heavily on traditional institutional settings or state owned enterprises while neglecting high growth technology platforms operating in competitive urban sectors where operational dynamics diverge sharply from conventional corporate structures (Rachmat et al., 2025). Methodological limitations also emerge from a scarcity of empirical models examining how specific cognitive learning mechanisms moderate the direct translation of technical skills into sustained professional adaptability under intense operational pressures (Rahmawati et al., 2025). Consequently, the existing literature fails to provide a comprehensive framework elucidating the combined efficacy of technological mastery and adaptive learning styles in high velocity corporate settings (Sari et al., 2026).

Addressing these unresolved theoretical and empirical gaps carries profound scientific and practical urgency for both organizational researchers and industry practitioners operating in contemporary digital economies. As digital commerce enterprises face intensifying market competition and regulatory scrutiny, understanding the micro foundations of employee adaptability becomes paramount for preventing organizational stagnation and mitigating human capital attrition (Sitompul, 2026). Without rigorous empirical insights into how digital proficiency synergizes with cognitive agility, corporate leaders remain ill equipped to design targeted intervention programs that foster workforce resilience during large scale technological pivots (Sholehah & Susyanti, 2026). The practical urgency is further amplified by the unique operational environment of digital conglomerates where employees must constantly reconcile shifting algorithmic demands with immediate productivity targets, making adaptability a critical determinant of both individual career sustainability and overarching corporate survival (Wardhana et al., 2026). Therefore, uncovering the precise mechanisms through which these attributes enhance work adaptability directly addresses a critical vulnerability in modern human capital management theory and practice (Rachmat et al., 2025).

Positioned firmly at the intersection of strategic human resource management and organizational psychology, this research contributes to the expanding scholarly discourse by examining the dual imperatives of technological competence and cognitive adaptability within a prominent digital ecosystem. Rather than treating organizational adaptation as a passive response to external market shocks, this study conceptualizes work adaptability as an active outcome driven by the intricate interplay between digital mastery and continuous learning behaviors (Rahmawati et al., 2025). By situating the investigation within the specific operational reality of PT GoTo Gojek Tokopedia Tbk in South Jakarta, the study bridges the conceptual divide between macro level digital transformation theories and micro level employee behavioral responses (Wardhana et al., 2026). This positioning allows the research to challenge linear assumptions in prior literature by demonstrating that technological proficiency alone is insufficient without the complementary cognitive flexibility derived from advanced learning agility in volatile corporate environments (Priyanto et al., 2025).

This study aims to empirically analyze and establish the profound impacts of digital competence and learning agility on the work adaptability of employees within a leading digital technology enterprise. Theoretically, the research advances current academic frameworks by providing a robust empirical model that elucidates the combined variance of technological mastery and cognitive flexibility in predicting complex workforce behaviors without relying on reductive assumptions. Methodologically, the study employs a rigorous quantitative causal associative design utilizing validated measurement instruments and advanced statistical regression techniques to capture nuanced behavioral dynamics within a major urban tech hub. Practically, the findings offer actionable strategic insights for corporate executives and human resource architects seeking to formulate evidence based talent development programs that systematically enhance employee resilience and operational readiness. Ultimately, this comprehensive scholarly inquiry delivers valuable contributions to the global

literature on digital era workforce management by establishing new benchmarks for evaluating employee adaptability in fast paced digital markets.

RESEARCH METHODS

To evaluate the structural framework of the article, this empirical study adopts a quantitative research design utilizing a causal associative approach to examine the influence of digital competence (X_1) and learning agility (X_2) on work adaptability (Y) among active employees at PT GoTo Gojek Tokopedia Tbk in South Jakarta. The target population consists of active personnel operating within an unknown total framework, from which a sample of 100 respondents was selected using a non-probability purposive sampling technique based on specific criteria including active employment status, a minimum tenure of three years, daily operational reliance on digital tools, and willingness to participate. The required sample size was calculated using the Lemeshow formula for unknown populations. Primary data were gathered via a structured survey using a five-point Likert scale, operationalizing digital competence through information management, digital communication, content creation, digital safety, and technological problem-solving. Furthermore, learning agility was operationalized across dimensions including change agility, people agility, and self-awareness, while work adaptability was evaluated through employee adjustments to evolving task structures, technological innovations, dynamic work environments, and operational pressures.

Data integrity was confirmed through preliminary testing procedures, incorporating construct validity tests and internal consistency reliability assessments. Before hypotheses evaluation, classical assumption tests were conducted to satisfy linear modeling requirements, ensuring data normality, absence of multicollinearity, and homoscedasticity. The causal relationships were estimated using ordinary least squares multiple linear regression expressed as $Y = 1.195 + 0.510X_1 + 0.455X_2$, executed via IBM SPSS Statistics. Statistical significance was determined using partial t -tests to assess the individual contributions of digital competence ($t = 8.531, p < 0.001$) and learning agility ($t = 7.782, p < 0.001$), while simultaneous effects were tested via the F -statistic ($F = 100.784, p < 0.001$). The explanatory strength of the econometric model was established through the coefficient of determination ($R^2 = 0.675$), confirming that 67.5% of the variance in employee work adaptability is explained by the joint variance of digital competence and learning agility, whereas the remaining 32.5% is attributed to unobserved residual factors.

RESULTS AND DISCUSSION

Empirical Investigation of Digital Competence Dimensions in Enterprise Environments

The evaluation of digital competence among active corporate personnel at PT GoTo Gojek Tokopedia Tbk in South Jakarta reveals substantial mastery across multiple operational dimensions (GoTo Group, 2025). Empirical survey metrics collected from 100 sample respondents indicate an overall variable mean score of 2.94 on a five-point scale, demonstrating strong baseline proficiency in technological environments (Sugiyono, 2022). Employees exhibit high proficiency in managing digital information, creating structured content, maintaining network security, and resolving complex technical issues within corporate platforms (Westerman, 2020). This technological dexterity aligns with modern human resource management frameworks designed for rapid technological transformation in technology enterprises (Anam, 2024).

The digital content creation dimension achieved the highest average mean score of 2.99, reflecting advanced technical capability in document processing and operational content generation (Fadilah et al., 2025). High scores in content generation indicate that personnel effectively utilize automated digital tools to streamline internal administrative tasks and customer interface systems (Sitompul, 2026). Conversely, the digital communication dimension recorded the lowest mean score of 2.92, highlighting minor gaps in virtual collaborative workflows across cross-functional enterprise divisions (Arrosyid & Wahyuningtyas, 2025). These variations illustrate how specific digital skill sets develop unevenly within dynamic tech startup ecosystems (Blank & Dorf, 2020).

Modern technology-based institutions require robust technical capabilities to sustain high organizational performance and competitive advantage in global markets (Huda et al., 2026). Structured training programs focused on digital tools enhance individual capabilities, enabling personnel to execute specialized duties efficiently (Hidayat et al., 2025). Digital competency serves as an operational

foundation that allows talent to process complex information flows while maintaining data integrity across corporate channels (Rachmat et al., 2025). Organizations that invest continuously in digital skill enrichment report enhanced employee engagement and stronger operational output across operational departments (Handayani et al., 2026).

The systematic measurement of digital competence constructs provides quantitative insights into technical readiness within tech organizations (Stock Analysis, 2025). Empirical data collected across key dimensions illustrate the distribution of skill levels across active workplace personnel (Katadata, 2025). Table 1 summarizes the empirical mean scores, standard deviations, and qualitative category classifications derived from primary respondent evaluations (Lemeshow, 1997).

Table 1. Descriptive Statistical Analysis of Digital Competence Dimensions

Dimension	Mean Score	Standard Deviation	Category
Digital Information Management	2.95	0.41	High
Digital Communication and Collaboration	2.92	0.45	High
Digital Content Creation	2.99	0.38	High
Digital Safety and Security	2.93	0.42	High
Technological Problem Solving	2.93	0.40	High
Overall Digital Competence Construct	2.94	0.39	High

Source: Primary Data Processed, 2026.

Empirical evidence confirms that digital competence significantly improves individual employee adaptability within fast-paced enterprise environments (Augusta et al., 2026). High digital proficiency enables workers to absorb digital transformations without experiencing severe operational disruption or performance degradation (Wardhana et al., 2026). The systematic mastery of digital tools reduces cognitive resistance when new enterprise software solutions are implemented across organizational departments (Sholehah & Susyanti, 2026). Consequently, digital competency directly strengthens the functional capabilities required to navigate evolving corporate structures (Munawaroh et al., 2026).

The strategic management of digital human resources relies heavily on targeted skill development initiatives to ensure long-term competitiveness (Priyanto et al., 2025). Continuous skill acquisition empowers employees to perform specialized analytical tasks while maintaining high alignment with enterprise objectives (Sari et al., 2026). Digital skills allow corporate personnel to navigate complex market environments and support overarching strategic transformation initiatives (Revelio Labs, 2025). Organizations prioritizing digital competence cultivate flexible workforces capable of responding rapidly to technological disruptions (Sitompul, 2026).

Theoretical models suggest that individual mastery over technological environments fosters self-efficacy and adaptive work behaviors (Bandura, 2020). When employees possess solid digital skills, their confidence in utilizing unfamiliar software systems increases substantially (Huda et al., 2026). This internal cognitive alignment reduces anxiety related to technological transitions and accelerates the adoption of novel operational procedures (Edenia et al., 2025). Therefore, high digital competence acts as an essential psychological and operational buffer against technological volatility (Rahmawati et al., 2025).

Organizational culture plays an essential role in reinforcing the positive effects of digital skills on workplace outcomes (Alfatah & Yuniarti, 2025). Supportive corporate environments encourage personnel to experiment with digital tools and refine their technical capabilities continuously (Jayanti et al., 2024). Establishing strong organizational commitment ensures that digital competencies are effectively leveraged to achieve operational excellence (Nur'aulia & Maryam, 2026). Furthermore,

structured talent development frameworks reinforce the alignment between individual digital capabilities and corporate performance goals (Prasetyawan et al., 2025).

Integrating digital skills with adaptive business strategies enhances overall organizational agility in competitive global markets (Melati & Kustiyadi, 2026). Employees who master digital interfaces adapt more swiftly to structural realignments and unexpected market shifts (Khasanah, 2025). The interaction between employee competence and enterprise systems drives sustainable productivity across all functional units (Arrosyid & Wahyuningtyas, 2025). Ultimately, maintaining high digital competency levels across the workforce remains a critical prerequisite for achieving long-term business resilience (Fadilah et al., 2025)

Theoretical and Empirical Dynamics of Learning Agility in Driving Work Adaptability

The empirical findings confirm that learning agility (X_2) exerts a positive and statistically significant partial effect on work adaptability (Y) among employees at PT GoTo Gojek Tokopedia Tbk ($t = 7.782, p < 0.001$). This result proves that an individual's capacity to rapidly extract insights from experiences and apply them in unfamiliar conditions directly enhances personal flexibility in dynamic corporate ecosystems. In fast-paced technology firms, personnel constantly encounter shifting operational metrics, agile project sprints, and restructured organizational workflows. High learning agility serves as an essential cognitive mechanism that prevents behavioral rigidity when employees navigate shifting key performance indicators or unexpected internal role rotations.

Employees who exhibit strong learning agility demonstrate greater mental resilience and cognitive flexibility when adjusting to evolving job structures. The hyper-competitive nature of digital startup environments demands continuous unlearning of obsolete operational habits and rapid relearning of innovative strategies. Personnel operating within technology startups must proactively abandon outdated operational paradigms to maintain alignment with market shifts and strategic realignments. Rapid learning capability facilitates smooth operational transitions by reducing employee stress and resistance during workflow updates.

Furthermore, an agile mindset allows individuals to interpret operational setbacks as constructive learning opportunities rather than performance failures. Psychological readiness acts as an internal engine that enables personnel to navigate ambiguous situational demands without sacrificing productivity. Employees who actively reflect on personal performance gaps show higher inclination to seek feedback and adjust their daily routines. Quantitative metrics illustrating the dimensional composition of learning agility among the surveyed personnel are structured in Table 2.

Table 2. Descriptive Assessment of Learning Agility Dimensions (X_2)

Dimension of Learning Agility	Mean Score	Empirical Category
Change Agility	2.97	High
People Agility	2.91	High
Self-Awareness	2.91	High
Overall Mean X_2	2.94	High

Source: Empirical survey data processed using IBM SPSS Statistics, 2026.

As detailed in Table 2, change agility captures the highest mean score (2.97), indicating that employees actively embrace workplace experimentation and demonstrate high readiness for novel operational challenges. This high rating demonstrates that personnel within PT GoTo Gojek Tokopedia Tbk thrive when introduced to novel workflows and uncharted project frameworks. Khasanah (2025) highlights that change agility functions as a primary driver of organizational adaptation, enabling workers to view disruption as a catalyst for professional growth. The ability to experiment fluidly helps mitigate cognitive inertia, allowing personnel to remain responsive under fluid operational scenarios.

People agility obtains a high baseline score (2.91), underscoring the critical role of social interaction during high-pressure work periods. Strong people agility enables effective cross-functional communication across diverse project teams, facilitating seamless collaboration during interdepartmental initiatives. Wardhani et al. (2022) note that social learning mechanisms within

organizations reinforce individual adaptability by fostering cooperative problem solving. Open communication channels allow employees to leverage collective intelligence, ensuring smooth interpersonal adjustments during structural reorganizations.

Self-awareness similarly achieves a high empirical score (2.91), reflecting strong personal evaluation capacities among the surveyed personnel. Self-awareness allows employees to recognize personal skill gaps, acknowledge operational limitations, and solicit constructive feedback from peers and supervisors. De Meuse and Harvey (2022) emphasize that reflective self-assessment forms the cognitive foundation of experiential learning, guiding targeted self-correction in dynamic environments. The integration of reflective self-evaluation and interpersonal collaboration reinforces individual work adaptability under complex operational demands.

The overall mean score for learning agility (2.94) confirms a high aggregate level of psychological readiness across the target workforce. High overall learning agility serves as a crucial bridge connecting personal cognitive readiness to overall workplace performance. Nurmiyati et al. (2025) observe that high learning agility significantly elevates workforce agility, allowing organizations to maintain momentum amidst continuous industry volatility. Employees possessing strong learning agility exhibit lower resistance to corporate pivots, maintaining personal efficiency regardless of organizational shifts.

The theoretical conceptualization of learning agility as an adaptive enabler aligns with the foundational framework established by De Meuse and Harvey (2022). Learning from ongoing experiences enables workers to construct adaptive behavioral strategies that directly buffer against environmental turbulence. Syahriana Asdar (2026) reinforces this perspective by demonstrating that learning agility in digital workplaces accelerates mental adjustment to dynamic corporate structures. Consequently, continuous learning capability empowers employees to transform external workplace disruptions into structured opportunities for professional mastery.

In modern technology enterprises, behavioral adaptability relies heavily on organizational cultural frameworks that actively champion open experimentation. Alfatah and Yuniarti (2025) demonstrate that leadership styles and supportive corporate cultures play pivotal roles in cultivating employee agility across dynamic work settings. When organizational norms encourage constructive feedback and risk taking, employees deploy their learning agility more effectively. Supportive environments reduce the psychological cost of trial and error, encouraging workers to refine their operational methods continuously.

Continuous learning agility ultimately functions as a core psychological asset that enables personnel to thrive amidst constant technological and operational shifts. By integrating change agility, people agility, and self-awareness, employees build robust personal capacities to navigate unexpected structural realignments. Organizations that nurture these internal learning dimensions build resilient talent pools capable of sustaining high performance across changing business landscapes. Prioritizing psychological flexibility ensures that human capital remains agile, responsive, and aligned with long term organizational strategic goals.

Dual-Factor Synergy: Simultaneous Impact of Digital Competence and Learning Agility on Work Adaptability

The statistical evaluation confirms that digital competence (X_1) and learning agility (X_2) exert a joint positive and highly significant influence on employee work adaptability (Y) among active personnel at PT GoTo Gojek Tokopedia Tbk ($F = 100.784, p < 0.001$). This simultaneous interaction demonstrates that technical proficiency and psychological flexibility do not operate in isolation, but rather form an integrated capability matrix within dynamic workplace environments. Technical competence supplies the essential infrastructure by establishing hardware and software readiness, whereas learning agility provides the cognitive motivation needed to navigate ongoing operational changes. Consequently, employees who possess both technological mastery and rapid learning capabilities adapt more effectively to evolving job expectations.

The integration of these dual capability drivers aligns directly with Social Cognitive Theory, which highlights triadic reciprocal determinism among personal attributes, environmental conditions, and behavioral outcomes (Bandura, 2020). Within tech startup ecosystems, constant market shifts create an uncertain operating environment that demands continuous behavioral adjustment (Blank & Dorf, 2020). Technical mastery provides functional confidence, while flexible learning habits allow personnel

to adjust their routines as organizational priorities evolve. This interplay between digital skills and learning agility accelerates individual adjustment during complex structural realignments.

The econometric estimation highlights the relative structural contribution of each variable within the simultaneous framework. Standardized regression coefficients reveal that digital competence ($\beta = 0.510, t = 8.531$) exerts a slightly stronger influence on work adaptability than learning agility ($\beta = 0.455, t = 7.782$). In a technology-driven firm such as GoTo, functional digital proficiency serves as an indispensable prerequisite for daily task execution (GoTo Group, 2025; Katadata, 2025). While technical mastery enables immediate task execution, learning agility ensures long-term adaptability as new operational tools emerge.

The overall strength and explanatory power of the joint structural model are documented in Table 1. The empirical metrics detail the combined variance explained alongside residual environmental influences. A rigorous sampling design based on non-probability purposive criteria established an appropriate sample size of 100 respondents using the Lemeshow formula to ensure data integrity (Lemeshow, 1997; Sugiyono, 2022). Statistical indicators confirming the joint explanatory strength of the model are presented in Table 3.

Table 3. Goodness-of-Fit and Simultaneous Model Parameters

Model Parameter Indicator	Empirical Value	Statistical Interpretation
Model F -Statistic	100.784	Significant Joint Influence ($p < 0.001$)
Coefficient of Determination (R^2)	0.675	67.5% Combined Explanatory Power
Residual Variance ($1 - R^2$)	0.325	32.5% Unobserved External Factors
Digital Competence Weight (β_1)	0.510	Dominant Partial Contribution ($t = 8.531$)
Learning Agility Weight (β_2)	0.455	Supporting Partial Contribution ($t = 7.782$)

Source: Primary empirical survey data processed via IBM SPSS Statistics, 2026.

As detailed in Table 3, the coefficient of determination ($R^2 = 0.675$) confirms that digital competence and learning agility jointly account for 67.5% of the total variance in work adaptability. This substantial explanatory power demonstrates that combining technical skills with continuous learning mindsets effectively drives employee adaptability in digital workplaces. The empirical evidence supports the findings of Munawaroh et al. (2026) and Noerchoidah et al. (2026), who observed that combining digital skills with adaptive behavior strengthens workforce resilience during digital transformations. Integrating functional digital skills with psychological readiness creates a durable framework for navigating rapid industry disruptions.

The model also reveals a residual variance of 32.5% ($1 - R^2 = 0.325$), indicating that unobserved external factors contribute to individual work adaptability. Organizational factors such as leadership style, corporate culture, and job autonomy likely account for a portion of this unexplained variance. Transformational leadership and supportive workplace cultures often moderate how individual capabilities translate into adaptive performance (Alfatah & Yuniarti, 2025; Augusta et al., 2026). Furthermore, positive employee experiences and strong organizational commitment help reinforce individual adaptability in changing environments (Edenia et al., 2025; Jayanti et al., 2024).

The broader organizational environment plays an essential role in sustaining employee adaptability across digital business units (Sitompul, 2026; Westerman, 2020). Structured talent management initiatives and continuous training programs help maintain workplace readiness during operational shifts (Arrosyid & Wahyuningtyas, 2025; Priyanto et al., 2025). Specialized training frameworks help align employee skill sets with evolving organizational goals (Hidayat et al., 2025; Rachmat et al., 2025). Furthermore, targeted professional development programs help maintain workforce productivity during corporate transitions (Sari et al., 2026; Sholehah & Susyanti, 2026).

A supportive digital culture helps personnel adjust to changing operational demands and dynamic business models (Fadilah et al., 2025; Huda et al., 2026). Work environments that encourage active participation and ongoing communication boost employee engagement during organizational shifts (Handayani et al., 2026; Nur'aulia & Maryam, 2026). Managing diverse talent pools across tech platforms requires flexible human resource strategies that build individual resilience (Anam, 2024; Revelio Labs, 2025; Stock Analysis, 2025). Moreover, aligning sustainable leadership practices with agile operational frameworks helps maintain long-term performance across dynamic market sectors (Melati & Kustiyadji, 2026; Prasetiawan et al., 2025).

The joint interaction between technical skill and psychological flexibility strengthens an employee's ability to navigate unpredictable operational demands (Katsaros, 2024). Digital skills provide the practical tools for task execution, while learning agility enables continuous adaptation as technologies evolve (Wardhana et al., 2026). Combining technical proficiency with an adaptive mindset allows personnel to respond effectively to new software platforms, role adjustments, and restructuring (Khasanah, 2025). Consequently, developing both digital competencies and flexible learning habits provides a strong foundation for sustained employee resilience in modern technology firms.

Organizations operating in fast-moving digital markets benefit from integrated human resource strategies that build both technical and adaptive capabilities. Strategic talent development programs should pair technical upskilling with experiential learning models to maximize employee adaptability. Providing continuous learning opportunities helps personnel maintain alignment with shifting corporate objectives and technological trends. Ultimately, combining digital competence with learning agility ensures that workforces remain resilient, flexible, and capable of driving long-term organizational success

CONCLUSION

This research demonstrates that employee work adaptability within dynamic technology firms depends on the structural integration of digital competence and learning agility. Empirical evidence confirms that individual technical mastery provides the operational readiness required for daily digital tasks, while adaptive learning mindsets supply the cognitive resilience needed to navigate continuous workflow adjustments, role rotations, and strategic realignments. Simultaneously, both capability drivers exert a dominant joint influence, confirming that combining technological proficiency with psychological learning flexibility creates an indispensable foundation for individual and organizational resilience. Consequently, strategic human resource management must prioritize dual capacity development through targeted digital training and continuous learning frameworks to ensure long term workforce adaptability amidst evolving market pressures.

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