

The Effect of Compensation and Digital Literacy on Performance in Village Apparatus in Karangtengah District, Cianjur Regency

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ABSTRACT

Indonesia has a tiered government structure from the national to local levels, where village governments play a strategic role in regulating and managing national development interests. The village head, as a leader elected by the community supported by the village apparatus, has a strategic role in realizing good public services at the village level. The quality of service and the achievement of village development targets are highly dependent on the optimal performance of village apparatus. However, based on data and interviews with village officials in Karangtengah District, Cianjur Regency, it was found that the phenomenon of complaints such as inadequate compensation and low digital literacy is still one of the obstacles in optimizing the performance of village officials in Karangtengah District, Cianjur Regency. This study aims to find out how compensation and digital literacy affect the performance of village apparatus in Karangtengah District, Cianjur Regency both simultaneously and partially. This study uses a quantitative method approach, with the purpose of research being causal descriptive. Data was collected through a survey from a sample of village apparatus taken from 16 villages as many as 118 people, then analyzed using the Partial Least Square Structural Equation Model (PLS-SEM) method to test the relationship between the variables studied. It is hoped that the results of this study can show that compensation and digital literacy have a significant influence on the performance of village apparatus. Thus, this research can make an important contribution to local governments in formulating policies that can support increasing compensation and digital literacy of village officials. With this policy, it is hoped that village officials will be able to work more optimally in providing services to the community.

Keywords: Compensation, Digital Literacy, Performance, Village Apparatus, Karangtengah.

INTRODUCTION

Indonesia has a tiered government structure from the national to local levels, where village government plays a strategic role as an autonomous region with the authority to regulate and manage the interests of local communities. Within the framework of regional autonomy, villages play an important role in supporting national development through policies that are closer to the needs of the community. The village head, as a leader elected by the community, is responsible for the implementation of government duties and the fulfilment of the needs of the citizens, as well as carrying out programs from the central and regional governments. Supported by village officials, village heads can formulate policies, coordinate activities, and act as technical implementers in their areas (Nurjanah et al., 2024; Government Central Indonesia, 2024).

Village officials have a strategic role in realizing effective government and good public services at the village level. The quality of service and the achievement of village development targets are highly dependent on the optimal performance of village apparatus. Therefore, accurate and measurable performance evaluation is important in ensuring that village apparatus work in accordance with expectations and in achieving the goals of implementing village government (Gayatrie et al., 2023). The success of the agency does not only depend on modern infrastructure and technology, but also on the employees who carry out these tasks (Rohmatulloh et al., 2023).

In Karangtengah District, the village apparatus performance assessment system is implemented through a structured monthly report that includes various important indicators. Through

this system, the village head can identify the achievements and shortcomings of the village apparatus, which are then reported to the regent through the sub-district head as a form of report and accountability.

This village report contains a performance assessment of the village apparatus, reflecting the extent to which administrative and operational tasks have been carried out in accordance with the responsibilities of each apparatus. The assessment of the performance of the village apparatus can be seen from their consistency and compliance in compiling and submitting the report. Villages that routinely collect reports show a level of accountability, discipline, concern for village development, and good governance processes. In contrast, villages that do not report their performance routinely reflect a lack of discipline, coordination, or awareness of the importance of reporting for evaluation and decision-making. Therefore, the assessment of the performance of good or poor village apparatus can be seen from the extent to which they fulfil their administrative responsibilities through the consistent collection of performance reports (Mulyadi, 2024).

Many factors affect employee performance, one of which is compensation. The better the compensation received, the higher the work performance and employee loyalty (Fauzan & Sata, 2020). Fair and decent compensation will make a positive contribution to the achievement of organizational goals (Setyawati, 2020). The amount of compensation must be fair, calculated, and given according to the contribution that the employee has made to the company. Decent compensation can be interpreted as a reward for a job or service that can meet the needs of daily life (Yanti et al., 2023). However, the amount of fixed income for village officials in *Cianjur* Regency is still far from expectations.

It is known that the fixed income of village officials in *Cianjur* Regency ranges from the lowest, IDR 2,350,000, to the highest, IDR 2,850,000. Meanwhile, the *MSEs* of *Cianjur* Regency in 2025 are set at IDR 3,104,583.63 (West Java Provincial Government, 2024). In comparison, even the highest salary received by village officials is still below the Regency/City Minimum Wage (*UMK*) of *Cianjur* Regency. In addition, based on the results of interviews with representatives from each of the 16 villages in *Karangtengah* District, they stated that the compensation received at this time was insufficient to meet the needs of daily life. Therefore, the village representatives hope that the compensation can be adjusted, at least equivalent to the value of the *Cianjur* Regency *MSEs*, in order to provide more decent welfare.

On the other hand, according to Zuljanna & Pictures (2024), employee performance is also influenced by digital literacy. Employees with higher digital literacy tend to perform better. This is because digital literacy makes it easier for employees to access, understand, and use digital tools effectively, which ultimately has an impact on improving productivity and overall performance. With the ability to access and utilize digital technology, village officials can carry out administrative tasks more efficiently, speed up the process of service to the community, and increase transparency and accountability in village information management (Mayasari et al., 2022).

Digital literacy is one of the problems faced by village officials in *Karangtengah* District, *Cianjur* Regency. For village officials, digital literacy has an important role in supporting their performance in providing digital-based public services. To increase digital literacy and support the optimization of public services at the village level, the *Cianjur* Regency government has implemented various technology solutions. One of the initiatives is the *Kampung Pinter* platform, which is an information system for village management—from letter making to staff attendance—in this application, which has been implemented in all villages in *Cianjur* Regency.

However, not all villages in *Cianjur* Regency use the *Kampung Pinter* platform optimally (ASQI, 2024). Based on the results of interviews with representatives in each of the 16 villages in *Karangtengah* District, one of the issues they control is the problem of using IT tools/online media applications. Of the 16 villages in *Karangtengah* District, only 7 villages use the *Kampung Pinter* platform optimally, indicating that the digital literacy of village officials in *Karangtengah* District is still low. This is shown by the dominance of the use of the *Social Fund Transfer (SFT/BLT)* feature, which functions to distribute *Direct Cash Assistance (BLT)* to the community and is used by all villages, while other features such as village profiles, population data, mail services, governance, administrative books, data recaps, building land taxes, websites, digital information, and online absence are not optimally utilized. Only a few villages, such as *Sukasarana*, *Sindangasih*, *Langensari*, *Sukamantri*, and *Bojong*, have implemented some digital features other than *SFT/BLT*, although not comprehensively. This imbalance indicates that village officials are still fixated on the use of technology for very specific functions, namely the distribution of social assistance, and have not fully understood or are able to utilize the potential of digital technology to support the performance of administration and wider public services.

The *Kampung Pinter* platform is designed to facilitate various aspects of administration and public services at the village level, and the cost of maintaining the *Kampung Pinter* platform is charged annually to the *APBDesa*, which is sourced from the *State Revenue and Expenditure Budget (APBN)*. This low utilization rate indicates that there are still obstacles in digital literacy among village officials, so that the *Kampung Pinter* platform has not been utilized optimally and can harm state finances. This shows the need to improve digital skills to ensure that the use of the platform can be maximized, which is able to have a positive impact on improving village services and ensuring that the expenditure on platform maintenance is proportional to the benefits obtained.

Previous research by Wicaksono and Rini (2021) found that compensation plays a crucial role in motivating civil servants and increasing their job satisfaction, especially when aligned with employee needs and workload. However, their study focused on urban public service institutions, overlooking the unique economic challenges and limited fiscal capacity in rural governance settings such as villages. Meanwhile, Susanti et al. (2022) emphasized the positive relationship between digital literacy and employee performance in government agencies, suggesting that digital competencies enable employees to work more efficiently and deliver services more transparently. Yet, their study did not explore the extent of digital literacy challenges in under-resourced rural communities where access to infrastructure, training, and digital tools may be limited. These gaps highlight the need to explore how compensation and digital literacy together influence village apparatus performance within rural contexts. This research addresses that gap by analyzing the dual influence of these two factors specifically among village officials in *Karangtengah* District, *Cianjur* Regency. It investigates not only the perceived sufficiency of compensation in comparison to regional minimum wage standards but also examines the practical use of digital platforms like *Kampung Pinter*. The aim is to provide an empirical basis for policy interventions that enhance village-level governance capacity. The objectives are to assess the current state of compensation, digital literacy, and performance; determine the influence of each factor individually and jointly on village officials' performance. Practically, this research benefits local governments in designing better compensation schemes and digital literacy programs. Theoretically, it contributes to public administration literature by contextualizing performance determinants within

rural governance. Overall, this study supports efforts to strengthen the accountability and efficiency of village governance systems under Indonesia's decentralization framework.

RESEARCH METHOD

This study employs a quantitative approach with a deductive method, aiming to test theoretical constructs related to compensation and digital literacy in influencing village apparatus performance. The research design is descriptive-causal, intended to analyze the relationships and causal influences between variables. It is categorized as cross-sectional, where data are collected at a single point in time from multiple respondents to reflect the condition of village officials in *Karangtengah* District. The research followed a structured process, beginning with problem identification, literature review, hypothesis formulation, instrument development, data collection, analysis, and drawing conclusions. The instrument used is a Likert-scale questionnaire consisting of 31 statement items addressing compensation, digital literacy, and performance. The questionnaire was developed based on validated theoretical constructs from prior studies.

The population in this study consists of all 168 village officials across 16 villages in *Karangtengah* District, *Cianjur* Regency. Using a probability sampling method, specifically the cluster random sampling technique, the researcher selected respondents proportionally based on village clusters. This method was appropriate due to the broad geographical spread of the population. The research instrument's validity was tested using Pearson's product-moment correlation to ensure each item accurately measures the intended construct, while reliability was tested using Cronbach's Alpha, with a threshold of >0.70 considered acceptable for internal consistency. Data collection was conducted through online questionnaires (Google Forms) distributed directly to the village officials, supported by structured interviews and secondary data sources such as government documents and academic literature.

To process and analyze the data, the researcher used SPSS version 25. Descriptive statistics were used to describe the distribution of compensation, digital literacy, and performance variables. Multiple linear regression analysis was applied to test the hypotheses and examine the direct effects of compensation and digital literacy on performance. Prior to regression testing, classical assumption tests such as normality, multicollinearity, and heteroscedasticity were performed to ensure the validity of the regression model. This method allows the researcher to derive empirical evidence regarding how well compensation and digital literacy predict the performance of village apparatus, thereby offering useful insights for policy and administrative improvement at the local government level.

RESULTS OF RESEARCH AND DISCUSSION

Hypothesis Test

Hypothesis testing in this study was carried out using *t-value*, and *p-value*. The *T-Statistics* value must be greater than 1.96 (*two-tailed*), and the probability value (*P-value*) must be less than 0.05 or 5%. The results of the significance value can be seen in the following Figure 1:

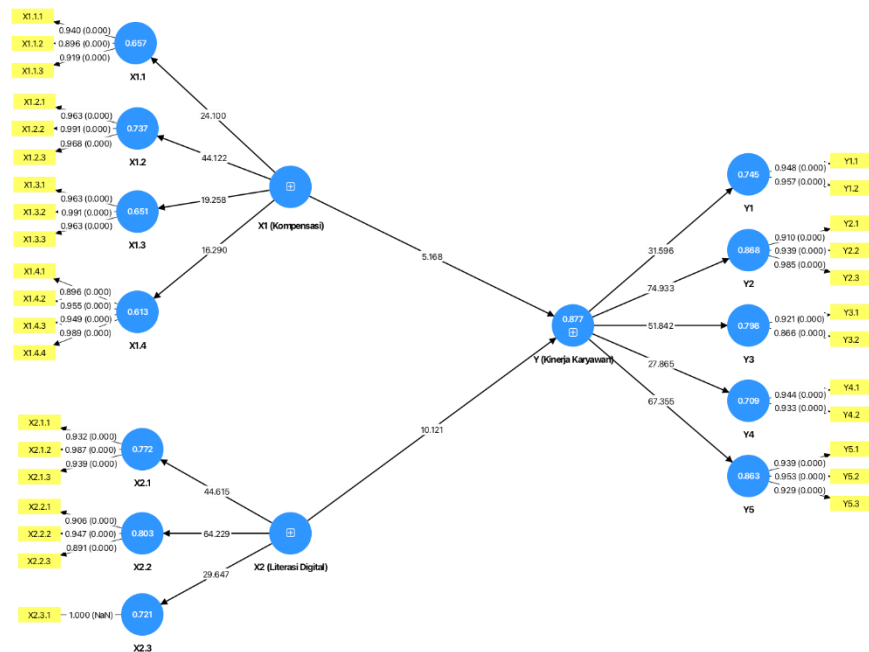


Figure 1. Significance Value
Source: Author's Prepared Data (2025)

Based on the results of the hypothesis test shown in Figure 4.10, it can be concluded that *T-Statistics* values greater than 1.96 (*two-tailed*) and *P-values* smaller than 0.05 (5%) have met the criteria to show the significance of the relationship between the variables tested. The following are the results of the hypothesis test between variables.

The Effect of Compensation on Employee Performance (H1)

This hypothesis test was carried out to measure the effect of Compensation (X1) on Employee Performance (Y), this hypothesis was developed into the following statistical hypothesis:

- $H_{0.1}: y_1 = 0$: Compensation has no significant effect on employee performance
- $H_{1.1}: y_1 \neq 0$: Compensation has a significant effect on employee performance

The results of the hypothesis test of the effect of compensation on employee performance can be seen in Table 1.

Table 1. Hypothesis Test of the Effect of Compensation on Employee Performance				
Variable	Original sample (O)	T statistics	P-values	Information
Compensation (X1) to Employee Performance (Y)	0,330	5,168	0,00	Reject $H_{0.1}$

Source: Author's processed data (2025)

Based on the results of the hypothesis test in Table 1, the *Original Sample* (O) value for the relationship between Compensation (X1) and Employee Performance (Y) is 0.330, which indicates a significant positive or direct influence between the two variables. This value indicates that the better the compensation received, the better the employee's performance. The *T-statistical* value is 5.168, which is greater than the critical value of 1.96. This suggests that the relationship between Compensation (X1) and Employee Performance (Y) is significant. The *P-values* obtained are 0.00,

which is much smaller than the significance limit of 0.05. Therefore, it can be concluded that the hypothesis that states that there is no influence between $H_{0.1}$ compensation and employee performance can be rejected, and the hypothesis is accepted, which shows that $H_{1.1}$ Compensation (X1) has a significant influence on Employee Performance (Y) in the Village Apparatus in Karangtengah District, Cianjur Regency.

The Influence of Digital Literacy on Employee Performance (H2)

This hypothesis test was carried out to measure the influence of Digital Literacy (X2) on Employee Performance (Y), this hypothesis was developed into the following statistical hypothesis:

- $H_{0.2}: y_2 = 0$: Digital literacy has no significant effect on employee performance
- $H_{1.2}: y_2 \neq 0$: Digital literacy has a significant impact on employee performance

The results of the hypothesis test on the influence of digital literacy on employee performance can be seen in Table 2.

Table 2. Hypothesis Test of the Influence of Digital Literacy on Employee Performance

Variable	<i>Original sample (O)</i>	<i>T statistics</i>	P-values	Information
Digital Literacy (X2) to Employee Performance (Y)	0,632	10,121	0,00	Reject $H_{0.2}$

Source: Author's processed data (2025)

Based on the results of the hypothesis test in Table 2, the relationship between Digital Literacy (X2) and Employee Performance (Y) has an *Original sample* value (O) of 0.632. This value shows that there is a significant positive or direct influence between digital literacy and employee performance, increasing digital literacy can contribute to improved performance. The *T-statistics* value is 10.121 which is much greater than the critical value of 1.96. This very high *T-statistic* value shows that the relationship between digital literacy and employee performance has a significant effect. The obtained *P-values* are 0.00, which is much smaller than 0.05. This very small *p-value* suggests that the zero hypothesis $H_{0.2}$ that there is no influence between digital literacy and employee performance, can be rejected. Thus, the hypothesis $H_{1.2}$ is accepted, which means that Digital Literacy (X2) has a significant influence on Employee Performance (Y) in Village Apparatus in Karangtengah District, Cianjur Regency.

The Effect of Compensation and Digital Literacy on Employee Performance (H3)

This hypothesis test aims to measure the effect of Compensation (X1) and Digital Literacy (X2) together on Employee Performance (Y). This hypothesis is developed into the following statistical hypothesis:

- $H_{0.3}: y_3 = 0$: Compensation and digital literacy have no significant effect on employee performance
- $H_{1.3}: y_3 \neq 0$: Compensation and digital literacy have a significant impact on employee performance

Based on the results of the hypothesis test in Table 4.15 and Table 4.16 previously, the relationship between Compensation (X1) and Digital Literacy (X2) and Employee Performance (Y) showed significant results. The *T-statistical* value for this relationship shows a much larger number than a

critical value of 1.96 and a very small *P-value* of 0.00. Therefore, it can be known that the zero hypothesis that states that $H_{0,3}$ compensation and digital literacy have no effect on employee performance can be rejected, and an alternative hypothesis is accepted. $H_{1,3}$

The r^2 value of 0.877 in Table 4.12 shows that compensation and digital literacy together have a strong influence on employee performance, as 87.7% variability in employee performance can be explained by these two variables. Thus, it can be concluded that the right compensation policy and the improvement of employee digital literacy can simultaneously improve Employee Performance in the Village Apparatus environment in Karangtengah District, Cianjur Regency.

Compensation

Compensation in this study is measured based on four dimensions, namely, salary, incentives, benefits, and facilities. From the results of data collection in Table 4.5, the respondent score was obtained with an average percentage of 66.75%. The level of satisfaction of respondents with compensation is in the "Adequate" category, this illustrates that the compensation provided is not fully satisfactory. The indicator with the highest score of 495 or 72.79% regarding "Suitability of the availability of work facilities provided" is included in the good category. This shows that the facilities received by employees from the village government in Karangtengah District are appropriate. Meanwhile, the indicators with the lowest score of 413 or 60.74% regarding "Suitability of allowances provided with work contributions generated" and "Suitability of the amount of allowances received" are included in the sufficient category. This shows that there are still employees who feel that the benefits received are not in accordance with the workload they face or that have been done.

Compensation can also be seen from the characteristics of the respondents, namely, education level and working period. Length of service reflects experience as well as loyalty levels, whereas higher levels of education tend to influence expectations of better compensation, as individuals with higher education expect compensation commensurate with the qualifications and contributions rendered. Thus, it can be concluded that the higher the level of education and the more work experience a person has, the greater the expectation of compensation received. (Wakhidah et al., 2021).

Digital Literacy

Digital literacy in this study is measured based on three dimensions, namely, accessibility, online media and networking. Based on the results of data collection, the average score of respondents was 69.89% with the "High" category, which indicates that village officials have been able to adapt to the technology used in the implementation of government tasks and services to the community. The indicator with the highest score of 491 or 71.21% regarding "The impact of online media on the ability to build new relationships that support work" is included in the high category. Thus, it can be concluded that village officials in Karangtengah District can not only utilize technology in work, but also have good abilities in building relationships that can support performance and collaboration in village government. Meanwhile, the indicator with the lowest score of 463 or 68.09% regarding "Frequency of use of the Kampung Pinter platform in public services" is included in the high category. This shows that even though village officials are quite familiar with technology, the use of smart village platforms in community services still needs to be improved.

Digital literacy can also be seen from the characteristics of respondents, namely, age. The millennial generation, which is in the age range of 25 to 44 years, is superior in the use of technology

because they are growing in the midst of the rapid development of digital technology. Their exposure to new technologies is more adaptable and skilled in using technology, which has a higher level of digital literacy than previous generations (Raharjo et al., 2021). Therefore, it can be concluded that the millennial generation, which dominates the age group of village officials in Karangtengah District, has a better ability to adapt to new technology, which contributes to increasing digital literacy.

Employee Performance

Employee performance in this study was measured based on five dimensions, namely, the number of jobs, the quality of work, punctuality, attendance and the ability to collaborate. Based on the results of data collection, the average score of respondents was 71.62% with the category "High", this indicates that in general employees are able to carry out their duties well. The indicator with the highest score of 515 or 75.74% regarding "Ability to appreciate and respect the views, ideas, or inputs of others" is included in the high category, so it can be concluded that village officials in Karangtengah District have excellent ability to collaborate and appreciate the contributions of colleagues in the team who greatly support the success of government tasks. While the indicator with the lowest score of 452 or 66.47% regarding "Ability to make decisions accurately and quickly" is included in the medium category, this shows that although village officials in Karangtengah District have good performance in general, there are still challenges in terms of appropriate and fast decision-making.

Employee performance can also be seen from the characteristics of the respondents, namely, length of work and level of education. Employees with more than 5 years of work experience generally have a deeper understanding of workflows in the agency, which allows them to be more effective in addressing various operational challenges. Meanwhile, based on the level of education an employee has a positive effect on productivity, because individuals with higher education tend to have a wider range of knowledge, which can improve their performance (Febianti et al., 2023). Thus, both the working period and the high level of education play an important role in determining employee performance.

The Effect of Compensation on Employee Performance

Compensation is a form of appreciation that employees receive as a reward for their work and is an important element in supporting organizational performance. This study found that (Karuniawati, 2021) compensation has a significant influence on employee performance based on sample data and analysis conducted in Table 4.15. Where the *T-statistical value* is greater than the critical value of 1.96 which is 5.168, the *P-values* obtained are 0.00, which is much smaller than the significance limit of 0.05 and the Original Sample (*O*) value is 0.330 which shows a significant positive or unidirectional influence between the two variables. Thus, it can be concluded that compensation has a significant positive influence on employee performance in the village apparatus in Karangtengah District, Cianjur Regency.

The results of this study are also in line with the research from Azzahra & Wahyuningtyas (2024), which states that compensation has a significant effect on employee performance at the Islamic Education Foundation (YPI) of the Sirnamiskin Islamic Boarding School. Furthermore, the next findings were made by Fauzan & Photos (2020) showing that compensation has a significant positive effect on the performance of employees of Bank BJB Main Branch Bandung. The research

conducted by stated Stuart & Stuart (2025) that compensation has a positive effect on the performance of ASN at the Population and Civil Registration Office of Bandung Regency. In the study, it was found that there was an effect of partial compensation on the performance of LPI employees of the Al-Muttaqin Foundation Kotas Tasikmalaya. Rizkiandi & Indiyati (2024)

Reasonable compensation can be interpreted as a reward given for work or services performed, which can meet the needs of daily life. The amount of compensation must be fair and calculated by taking into account the contribution that has been made by the employee to the company. When employees feel that the compensation they receive is inadequate, they are more likely to compare with other places and may look for a new job (Yanti et al., 2023). The Cianjur Regency Regional Government needs to consider and evaluate and improve the system of providing salaries or allowances to village officials at least equivalent to the City Minimum Wage (UMK) of Cianjur Regency. Given that some respondents feel that the salary or allowance they receive is not in accordance with their contribution and performance. Improving quality and balance between workload and salaries or benefits received can drive improved employee performance.

The Influence of Digital Literacy on Employee Performance

Digital literacy is the ability of individuals to use digital technology effectively in various aspects of life, including in terms of communication, learning, problem-solving, and access and dissemination of information through digital media (So Paulo et al., 2020). This study found that digital literacy has a significant influence on employee performance based on sample data and analysis conducted in Table 4.16. Where the *T-statistical* value is greater than the critical value of 1.96 which is 10.121, the *P-values* obtained are 0.00, which is much smaller than the significance limit of 0.05 and the Original Sample (*O*) value is 0.632 which shows a significant positive or unidirectional influence between the two variables. Thus, it can be concluded that digital literacy has a significant positive influence on employee performance in village apparatus in Karangtengah District, Cianjur Regency.

The results of this study are also in line with research from Zuljanna & Pictures (2024) which shows that digital literacy has a significant effect on the performance of PT Telkom Akses Cirebon employees. Furthermore, the next findings of the study show that the higher the knowledge about digital literacy, the higher the performance of MSME entrepreneurs. Research conducted by So Paulo et al. (2020) Stuart (2024) stated that digital literacy possessed by employees can affect their performance to be more optimal. In the study, it shows that digital literacy has a positive and significant effect on the performance of education personnel at Lamappapoleonro University. Ginoga & Suhairi (2024)

Digital literacy is the ability to use digital technology effectively in various contexts, including to access, evaluate, and create information through digital devices. Digital literacy also includes the skills to understand and use it optimally (Sivrikaya, 2020). The Cianjur Regency Regional Government needs to provide further training on the use of the smart village platform for village officials, as well as improve their understanding and skills in making maximum use of it in order to improve the quality of public services at the village level. In addition, there is a need for periodic monitoring and evaluation to ensure that village officials make optimal use of technology in every aspect of service to the community. It is hoped that with the increase in digital literacy, village officials can be more optimal in using technology to support work, especially in terms of public services.

The Influence of Compensation and Digital Literacy on Employee Performance

The results of the calculations that have been carried out show that there is a positive and significant influence between compensation and digital literacy on employee performance at the Village Apparatus in Karangtengah District, Cianjur Regency. Increased fair compensation, accompanied by improved digital literacy capabilities, can significantly improve employee performance. Employees who feel valued through adequate compensation tend to have higher productivity and can more easily achieve expected work targets. Therefore, the combination of increasing compensation in accordance with employee contributions and strengthening digital literacy is essential to create more competent employees. This research also confirms that the simultaneous implementation of compensation improvement strategies and digital literacy can create a more conducive work environment, which can support the achievement of optimal performance in organizations. This research is also in line with previous research that stated that compensation has a positive and significant effect on employee performance (Azzahra & Wahyuningtyas, 2024). Where in other studies it is stated that digital literacy has a significant and positive influence on employee performance. (Zuljanna & Sary, 2024)

CONCLUSION

Based on the analysis conducted in this study, several key conclusions were drawn. First, the level of compensation received by village officials is categorized as sufficient, indicating that while certain aspects, such as the provision of work-related facilities, are appreciated, other components—particularly allowances proportional to performance—are perceived as lacking. Second, digital literacy among village apparatus is generally high, suggesting that most personnel are adaptive to technology, particularly in leveraging digital platforms for networking and collaboration. However, the routine use of *smart village* applications for public service delivery remains limited. Third, the overall performance of village officials is also rated high, with notable strengths in teamwork and respect for differing opinions, although the ability to make timely and effective decisions requires improvement. Furthermore, the findings confirm that compensation has a positive and significant influence on employee performance. Improving the alignment between workload, salary, and allowances could lead to more motivated and productive staff. Similarly, digital literacy significantly impacts performance, reinforcing the importance of enhancing digital competencies to ensure more efficient service delivery and operational effectiveness at the village level. Overall, this research contributes valuable insights to the field of public sector human resource management by empirically validating that both compensation and digital literacy are critical determinants of performance. Strengthening these two factors simultaneously can help local governments build more accountable, responsive, and high-performing village governance structures, particularly in rural contexts such as Karangtengah District.

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