The Influence of Education, Digital Literacy and Generation Z Performance on the Performance of Employees of the Ministry of Defence's Defence Establishment

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Abstract: The unemployment rate in Indonesia is still quite high, and is the second highest among ASEAN countries. The unemployment rate in Indonesia for 2023 is 5.45% (Source: Bapenas). Although it decreased by 0.38% from the previous year, this figure is still considered high for the unemployment rate. One of the challenges for developing countries like Indonesia is how the country can employ generations, especially the younger generation. The best solution is to encourage the younger generation to do their own business or can be said to be entrepreneurs. In general, entrepreneurial activities are very helpful in reducing unemployment in Indonesia. So, what must be done is to teach entrepreneurial skills to students. Gen Z's skills in using technology encourage them to intend to become entrepreneurs. In this study, the research technique uses the Quantitative method. To support quantitative data, the author uses the help of qualitative methods in the form of interviews as supporting data for quantitative research results. The results of the study showed a joint influence between education, Digital Literacy and Generation Z Performance on employee performance at Baranahan Kemhan, directly affecting employee performance because it successfully combines the education they have, the technology used is very up-to-date, and the performance of Gen Z who have been familiar with technology since birth. The suggestions conveyed are the need for other educational support that can directly affect employee performance so that the achievement of tasks runs optimally so that employee performance can increase. It is necessary to provide positions that are in accordance with their abilities in the field of digital literacy so that the implementation of employee performance can run well. It is necessary to support technology and operational budgets to achieve optimal performance.

Keywords: Education, Digital Literacy, Generation Z Performance, Employee Performance at Baranahan Kemhan.

INTRODUCTION

Skills and entrepreneurship education focuses on developing knowledge, skills capacity and entrepreneurial intention (Farukh, 2017). Then, what is meant by entrepreneurship education is one way for the younger generation when the situation is not good to support

economic growth and obviously create jobs (Westhead and Solesvik, 2016). One generation that is suitable to be educated about the intention to become an entrepreneur is Generation Z. This generation is those who were born between the year of birth and the age of 18. This generation is those born between 1997 and 2012. This generation is very creative and very interested in technology. They are also referred to as the strawberry generation because they are very creative but very soft, like strawberries. They have characteristics that make them not give up easily when facing problems, have very high creativity, master technology, and want to achieve their goals.

Employee Performance Problems of Baranahan Kemhan can be known through: Ability to complete work, Skills to master work, Work results obtained, Time in working effectively and efficiently, Achievement of targets in one year, Cooperation with colleagues, Compactness in completing work, Decision making to achieve targets, Independence in carrying out work and support for leadership policies.

Education is very important in the development of a nation. Along with the times, the demand for professional educators is increasing. A professional educator must have good pedagogical skills in teaching (Skott & Møller, 2020), so as to create an effective and efficient learning environment. To achieve this goal, a pedagogical skills development programme for prospective educators is required..

One of the courses that prepare prospective educators is the Microteaching course (Widarwati et al., 2021), where students are taught how to teach and manage the class. However, in practice, there are still many students who are not able to teach well and effectively. Lesson study is a professional development approach (Wolthuis et al., 2020), which originated in Japan and has gained popularity worldwide as an effective way to improve teaching and learning (Nurwidodo et al., 2018). It involves a group of lecturers working together to plan, observe and reflect on a single lesson, with the aim of continuously improving instruction and student learning outcomes (Nurwidodo, 2016). The process usually involves four stages: planning, implementation, observation, and reflection..

The problems faced in education can be identified through: Curriculum and Training Materials, Teacher Competence, Educational Methods and Facilities, Graduate Performance, Evaluation and Feedback, Adaptation to Technological Developments and Strategies, Character Development and Discipline, Integration of the Values of Nationalism and Patriotism, Measurement of Educational Performance through Certification and Accreditation, Participation in Training and activities..

Our society, especially the younger generation, needs attention, guidance and mentoring from parents, educators and the government, because they are very vulnerable in obtaining negative content or information, especially from social media, which will affect their behaviour. This makes digital literacy increasingly needed as one of the main programmes to provide education and advocacy for internet users, especially social media users. McLuhan in Littlejohn (2009) states that the emergence of instant information began with the availability of the internet. The revolution in the field of electronic media occurred due to changes in information media that were usually obtained from broadcasts into electronic media networks. New media research began to emerge about globalisation and media convergence, the internet became an alternative media in presenting information without the technical constraints of the broadcast model. McLuhan also added that in the era of new media, internet studies and cyberstudies also developed, which shifted audience attention to digital media, which marked the development of new information and communication technologies..

In new media, technology is developed in the form of digital code that can be connected and operationalised in all media platforms. Digital code becomes the primary source of data storage and distribution for telecommunication activities. With digitalisation, the internet will become the main source of information that is able to combine all media ranging from

newspapers, magazines, tabloids to radio, television, telephones and computers digitally. Jenkins in Littlejohn (2009) states that old media users are more isolated, while new media users are more socially connected because they can interact by uploading their own content, as well as selecting a variety of information available, so that the interoperability of new media makes for more active media user participation..

Digital literacy issues can be identified through: Access to Technology Infrastructure, Technology Education and Skills, Technology Awareness and Understanding, Digital Divide, Government Policies and Support, Role of Private Sector and Non-Governmental Organisations, Culture and Attitude of Fighter Crews towards Technology, Cyber Security and Digital Ethics, Partnerships and Collaboration.

There are many opinions about the division of each generation and the year the generation began. According to Manheim (1952) (in Putra, 2016), generation is a social development where there is an association that has the same age and insight. In addition, Manheim added that generational distinctiveness is one of the fundamental factors adding to the beginning of the recorded elements of progress. Meanwhile, as indicated by Nobel and Schewe, (2003) and Twenge, (2000) (in Putra, 2016), Generation is a collection of people who are affected by recorded events and social peculiarities that occur and have knowledge about this period of their lives. In the same source, Dencker et al. (2008) add that these events lead to a minor array of memories that affect their lives..

Graeme Codrington & Sue Grant Marshall, Penguin, (2004) hypothesised the Generation theory that there are five ages of humans based on date of birth. Specifically, the baby boomer generation born between 1946 and 1964. Generation X, born 1965-1980. Born between 1981 to 1995, Generation Y is often referred to as the millennial generation. Generation Z (also known as iGeneration, GenerationNet, Internet generation) born between 1996 and 2010. The last generation, Alpha, was born between 2011 and 2025. There is a distinct increase in character in the 5th generation.

Generation Z Performance Issues can be identified through: Physical Fitness and Health, Technical Skills and Training, Psychological and Mental State, Leadership and Command, Military Discipline and Ethics, Equipment and Technology Availability, Working Environment and Operating Conditions, Logistical and Operational Support, Family Welfare and Support, Rewards and Career.

LITERATURE REVIEW
Theoretical Foundations
1. Performance

In the broad field of Management, terminology is a tricky ingredient to use, as each term defines a specific concept, and based on its definition, the concept can be developed and used in other fields, in our case the aviation sector specifically Air Traffic Management Systems, as the term performance has, in the last decade, attracted great attention in the aviation sector both on an international scale and in Europe. Through our research on Performance Management Systems (PMS), our first concern was to be able to understand each term separately starting with the term Performance. However, we faced some difficulties in finding a single definition of the word, in fact, several definitions emerged, as we shifted from one article to another, new conceptualisations of the concept were found..

If we consider the linguistic form of the word, the oxford English dictionary considers performance as how well or badly you do something or how well or badly something works, the word is also defined as the act or process of doing a task, action, etc. While the verb perform means to work or function well or badly.

Throughout the literature, scholars continue to insist that there is no standardised or uniform definition of performance, and they argue that performance is a multidimensional

concept. Tatjana Samsonowa (2012) argues that all the different definitions she reviewed in the performance measurement literature share one common characteristic, which is that they are related to two terms: effectiveness and efficiency; effectiveness as an indicator of the level of goal achievement, and efficiency as an indicator of the resources used to achieve that level of achievement. In his work, the term 'performance' is used as the level/degree of achievement of organisational/departmental, rather than individual, goals. This chosen definition is mainly inspired by the work of Krause (2005)..

Grüning (2002) confirms our idea when he defines performance as the firm's ability to achieve goals, so for him the firm should be able to achieve goals, not just be able to achieve a degree of goal achievement. Grüning and believes that performance is about overall goal achievement, whereas the level/degree of goal achievement is simply the progress made by the organisation towards its ultimate goal, and we consider this level of goal achievement as the level of performance. In fact, Samsonowa (2012) states that performance according to Grüning (2002) depends on one side of the results (over or under performance) and on the other side of the goal setting, in light of Grüning's ideas we define three levels of performance.

2. Education

Education is a general term relating to knowledge, experience, learning, and teaching. Education is the process of acquiring knowledge, skills, values, beliefs, and habits that enable a person to develop and grow throughout his or her life, for oneself or for the betterment of society. Education includes various forms of learning, such as basic education, humanistic education, technical education, vocational education, financial education, social education, science and technology education, and many more..

The main purpose of education is to contribute to one's cognitive development, the progress of society, and make a significant contribution to social, economic, and political development. Education is a process that not only helps us acquire new knowledge and achievements, but also helps us develop our thoughts, emotions, opinions and perspectives..

Education plays an important role in the development of individuals and society as a whole. Education helps individuals to develop their critical thinking, problem-solving, decision-making and communication skills, which are necessary for personal and professional growth. Education also contributes to the social, economic and cultural development of society by producing a skilled and knowledgeable workforce, fostering scientific and technological advancement and preserving cultural heritage..

The primary purpose of education is to enable individuals to lead fulfilling lives, contribute to the development of society, and make informed decisions for the betterment of themselves and their communities..

The primary purpose of education is to enable individuals to lead fulfilling lives, contribute to the development of society, and make informed decisions for the betterment of themselves and their communities. (Etin Solihatin, 2018;3).

Education is an activity that contains the organisation of learning, delivery of subject matter and managing activities in the provision of education by using the methods of learning resources that will be used by lecturers in order to support and achieve the process of providing education effectively and efficiently. (Darmansyah, 2020;17).

3. Digital Literacy

The 21st century is the era of information technology, globalisation, and Industrial Revolution 4.0 (Sajidan et al., 2023), and we live in the digital age. Every individual or community is surrounded by digital technology. This has a huge impact on almost all aspects of human life, from the way we interact, work and spend our free time, to the way we seek knowledge and information. In short, we live in a world of technology, which has changed

aspects of everyone's behaviour and thinking (Christine, 2017). Technological advancements have significantly changed society by promoting inclusiveness and involving information and communication technology (ICT). As a result, there has been rapid growth, increased efficiency, and improved productivity. (Reddy et al., 2022).

The rapid growth of technology has forced every individual to achieve and use technical, social, and cognitive skills in order to perform well in daily life (Yildirim & Özturk, 2023). In today's education system, most learners are digital native individuals (Prensky, 2001). However, this does not mean that individuals and society are already equipped with tools and technologies, especially for university learning and school-based curriculum (Ng, 2012). The intensification of technology and its ubiquitous use encourages every individual to be digitally literate. It is imperative to make it second nature to everyone..

The term digital literacy was first coined by Paul Gilster in 1997, who described it as 'the ability to understand and use information in multiple formats from multiple sources when presented through a computer'. At the International level, 'Digital literacy encompasses both the physical operation of digital devices and the operation of software within those devices; it incorporates a range of digital technologies to search, navigate, create, communicate, collaborate, think critically, analyse information, and address safety and well-being' (Global Education Monitoring/GEM, United Nations Educational, Scientific and Cultural Organisation, 2016). At the national level, the National Digital Literacy Mission (NDLM), one of the key policy initiatives under the supervision of the Department of Electronics and Information Technology (DeitY), defines 'Digital Literacy as the ability of individuals and communities to understand and use digital technologies for meaningful action in life situations'.

Additionally, the National Statistics Office of India defines 'a person who is digitally literate is at least five years old and can navigate the Internet through a web browser, use email, and find, evaluate and communicate information using social media tools'. In conclusion, digital literacy can be defined as a multidimensional literacy that involves media, information, technology, communication, and software and hardware literacy in various forms and levels. As a result, the domain of digital literacy has become more intense and clear to define, especially as it evolves and new tools and technologies are connected to the same. (Reddy et al., 2023).

4. Generation Z Performance

Generation is a term that describes groups of people who share a common birth date. Today, the business world includes several generations, such as the baby boomer generation, generation x, and generation y, and anticipates the arrival of a new generation called generation z (Arar & Yuksel, 2015). The concept of 'generation' is often used to refer to a group of people who share the same education and historical context. However, the exact definition of this term is not universally agreed upon by various authors.

David Stillman (2017), a researcher, author, and speaker in generational studies explains his ideology on the evolution of generational naming. He states that generation naming started with the Baby Boomers generation, who were born between 1946 and 1964 when the birth rate increased from 03 million to 04 million per year. The previous generation was referred to as the 'Silent Generation' because they were considered uncommunicative and passive in the workplace. However, this designation does not match their achievements, such as overcoming the Great Depression, winning two world wars, and witnessing the first moon landing. (Stillman & Stillman, 2017).

Therefore, in the 1990s, David Stillman (2017), proposed the term Traditionalist, which was originally used by Time Magazine in 1951 but had been forgotten. In 1991, a group of individuals known as Generation X emerged. This generation faced various challenges in their upbringing and development, such as having working or single parents, lack of adult

supervision after school, and witnessing parental unemployment (Stillman & Stillman, 2017). This licence permits use, distribution and reproduction, both commercial and non-commercial, provided that the original work is properly cited and not altered in any way. symbolises the next generation, the name that appears on the screen is Gen Y. When historians Howe and Strauss (2000) coined the name Millennials in the book 'Millennials Rising', the term Gen Y was less used..

Today, it is Generation Z that is at the centre of employers' attention. This group has experienced technological change as a hallmark of their existence. In fact, a survey from Deloitte (2018) showed that more than 51% of Gen Z prefer to work in the technology sector. According to Dimock (2019), the introduction of the iPhone in 2007 and subsequent developments in mobile technology, such as Wi-Fi and high-speed mobile networks, allow Gen Z to access the internet and social media from anywhere at any time. As such, he claims that this constant and on-demand availability of information and communication has shaped the way Gen Z interacts with the world and each other, but the effects are still being studied as this generation enters the workforce..

In contrast, recent research has tried to examine how Gen Z differs from previous generations in various aspects of their lives, such as their views, goals, and habits. The results show significant changes in today's youth compared to previous generations, indicating that they have different characteristics and preferences (Vidya Jha, 2021), attitudes, and value systems. (Fodor et al., 2017; Fodor et al., 2018).

METHOD

Each author has a desire to discuss the results using qualitative research methods or by using quantitative. The use of quantitative research methods to describe research problems that must be identified and limited to problems that must be formulated. (Sugiono, 2019).

In this study, the research technique used Quantitative methods. To support quantitative data, the authors use the help of qualitative methods in the form of interviews as supporting data for quantitative research results. This is supported by the opinion of Sugiyono (2019) who says that quantitative research method is a research method in the form of numbers to find the results of correlation or influence of the relationship between variables so as to produce more comprehensive, valid, reliable and objective data acquisition.

RESULT AND DISCUSSION

Results

Regression analysis is a method or technique of analyzing research hypotheses to test whether or not there is an influence between one variable and another variable expressed in the form of a mathematical equation (regression). Multiple linear regression analysis functions to find the influence of two or more independent variables (free variables or X) on dependent variables (bound variables or Y).

Thus, it can be simply said that if we want to know whether or not there is an influence of one variable X on variable Y, then Simple Regression Analysis is used. Meanwhile, if we want to know the influence of two or more variables X on variable Y, then Multiple Linear Regression Analysis is used..

Before we conduct multiple regression analysis or multiple linear regression for testing research hypotheses, there are several assumptions or requirements that must be met in the regression model. These requirements or assumptions are proven through a series of classical assumption tests including:

1. Normality test, where the assumption that must be met is that the regression model is normally distributed.

2. Linearity test, where the relationship formed between the independent variable and the dependent variable is partially linear.
3. Multicollinearity test, where a good regression model does not experience symptoms of multicollinearity.
4. Heteroscedasticity test, in the regression model there are no symptoms of heteroscedasticity.
5. Autocorrelation test (specifically for time series data) the requirement that must be met is that there is no autocorrelation.

Multiple Linear Regression Analysis Results
Variables: The Influence of Education (X1), Digital Literacy (X2) and Generation Z Performance (X3) on the Performance of Ministry of Defense's Baranahan Employees (Y)

T-Test Results (Partial Test)

Table-4.17. T-Test Results Table (Partial Test)
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20.934	4.816		4.347	.000		
	Pendidikan	.149	.100	.162	1.493	.139	.808	1.237
	Literasi Digital	.067	.120	.056	.558	.578	.960	1.041
	Performa Gen Z	.153	.105	.159	1.462	.147	.812	1.232

a. Dependent Variable: Employee Performance

The Coefficients table provides information about the regression equation and whether or not the variables: Education, Digital Literacy, Gen Z Performance have an influence partially (individually) on the Employee Performance variable. The regression equation formula in the analysis or research is as follows:

Y= a+b1x1+b2x2+b3x3+Y
Y=20.934+0.149+0.067+0.153

Results of Determination Coefficient Analysis
Variables: The Influence of Education (X1), Digital Literacy (X2) and Generation Z Performance (X3) on the Performance of Ministry of Defense's Baranahan Employees (Y)

Tabel-4.18. Tabel Hasil Analisis Koefisien Determinasi
Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.287a	.082	.054	6.34386	2.200

a. Predictors: (Constant), Performa Gen Z, Literasi Digital, Pendidikan
b. Dependent Variable: Employee Performance

The coefficient of determination (R Square or R Square) or symbolized by R2 which means the contribution of influence given by the independent variable (X) to the dependent variable (Y), or in other words, the value of the coefficient of determination or R Square is

useful for predicting and seeing how much contribution the influence given by variable X simultaneously (together) to variable Y.

Based on the SPSS 24.0 model summary output table above, it is known that the value of the coefficient of determination or R Square is 0.082. The R Square value of 0.082 comes from the squaring of the correlation coefficient value or R, which is 0.287 X 0.287 = 0.082. The value of the coefficient of determination (R Square) is 0.082 or equal to 8.2%.

The figure means that the variables Education (X1), Digital Literacy (X2) and Generation Z Performance (X3) simultaneously (together) influence the Performance of Baranahan Kemhan Employees (Y) by 8.2%. While the rest (100% -8.2% = 91.8%) is influenced by other variables outside this regression equation or variables that are not studied.

The magnitude of the influence of other variables is also called error (e). To calculate the error value, we can use the formula e = 1-R2. The magnitude of the determination coefficient or R Square is generally between 0-1. However, if in a study we find R Square with a minus or negative value (-), then it can be said that there is no influence of variable X on variable Y.

Furthermore, the smaller the value of the determination coefficient (R Square), this means that the influence of the independent variable (X) on the variable (Y) is getting weaker. Conversely, if R Square is getting closer to 1, then the influence on will be stronger.

F Test (Simultaneous Test)

Table-4.19. F Test Table (Simultaneous Test)
ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	347.272	3	115.757	2.876	.040b
	Residual	3863.478	96	40.245		
	Total	4210.750	99			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Performa Gen Z, Literasi Digital, Pendidikan

Based on the Anova output table above, it is known that the significance value (Sig) in the F test is 0.040. Because Sig. 0.040 <0.050, then as the basis for decision making in the F test, it can be concluded that Education (X1), Digital Literacy (X2), Gen Z Performance (X3) simultaneously (together) have an effect on Employee Performance (Y), or it means significant. Thus, the requirements for us to be able to interpret the value of the determination coefficient in multiple linear regression analysis have been met.

Hypothesis Testing
Notes :

Table-4.20. Tests of Normality Table
Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Education	,070	100	,200*	,972	100	,033
Digital Literacy	,144	100	,000	,953	100	,001
Gen Z Performance	,119	100	,001	,941	100	,000
Employee Performance	,123	100	,001	,936	100	,000

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

The test of normality is used to test whether the data is normally distributed. Based on the test of normality table, it can be concluded that the data is normally distributed because the significance value is greater than alpha, namely:

a. Education: 0.033> 0.005.
b. Digital Literacy: 0.001 <0.005.
c. Gen Z Performance: 0.000 <0.005.
d. Employee Performance: 0.000 <0.005.

Notes :

Table-4.21. One-Sample Statistics Table
One-Sample Statistics

		Statistic	Bias	Std. Error	Bootstrap^a 95% Confidence Interval Lower	Upper
Education	N	100				
	Mean	35,2600	-,0084	,7329	33,8003	36,6800
	Std. Deviation	7,11609	-,04345	,37117	6,34390	7,77189
	Std. Error Mean	,71161				
Digital Literacy	N	100				
	Mean	32,2500	,0095	,5370	31,2000	33,3697
	Std. Deviation	5,42604	-,06062	,39152	4,55378	6,05743
	Std. Error Mean	,54260				
Gen Z Performance	N	100				
	Mean	30,7100	-,0143	,6568	29,4203	32,0197
	Std. Deviation	6,74094	-,03589	,39196	5,92801	7,50070
	Std. Error Mean	,67409				
Employee Performance	N	100				
	Mean	33,0500	-,0294	,6727	31,6508	34,3895
	Std. Deviation	6,52172	-,04884	,39804	5,59345	7,27812
	Std. Error Mean	,65217				

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

The results of One Sample Statistics show descriptive statistical values, namely N = 99, meaning the number of samples used is 99 people.
1. Education (Mean) = 35.26000, meaning the arithmetic mean is 35.26000. Std. Deviation or standard deviation is 7.11609 and Std. Error is 0.37117.
2. Digital Literacy (Mean) = 32.2500, meaning the arithmetic mean is 32.2500. Std. Deviation or standard deviation is 5.42604 and Std. Error is 0.39152.
3. Gen Z Performance (Mean) = 30.7100, meaning the arithmetic mean is 30.7100. Std. Deviation or standard deviation is 6.74094 and Std. Error is 0.39196.
4. Employee Performance (Mean) = 33.0500 means the average value is 33.0500. Std. Deviation or standard deviation is 6.52172 and Std. Error is 0.39804.

Table-4.22. One-Sample Test Table
One-Sample Test
Test Value = 0

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference Lower	Upper
Education	49,550	99	,000	35,26000	33,8480	36,6720
Digital Literacy	59,436	99	,000	32,25000	31,1734	33,3266
Gen Z Performance	45,557	99	,000	30,71000	29,3725	32,0475
Employee Performance	50,677	99	,000	33,05000	31,7559	34,3441

1. Education: From the results of the One Sample Test, the t value (t count) is 49.550. The df (degree of freedom) value is 99. The significance value (2-tailed) or significance value with a two-sided test is 0.000.
2. Digital Literacy: From the results of the One Sample Test, the t value (t count) is 59.436. The df (degree of freedom) value is 99. The significance value (2-tailed) or significance value with a two-sided test is 0.000.
3. Gen Z Performance: From the results of the One Sample Test, the t value (t count) is 45.557. The df (degree of freedom) value is 99. The significance value (2-tailed) or significance value with a two-sided test is 0.000.
4. Employee Performance: From the results of the One Sample Test, the t value (t count) is 50.677. The df (degree of freedom) value is 99. The significance value (2-tailed) or significance value with a two-sided test is 0.000..

Discussion

1. The influence of education on employee performance at the Ministry of Defense's Baranahan

Education with employee performance are each variable related to the title of the thesis "The Influence of Education, Digital Literacy and Generation Z Performance on the Performance of Baranahan Kemhan Employees". In the journal entitled: Employee Performance: Education, Training, Experience and Work Discipline Yandra RIVALDO *, Septa Diana NABELLA. Discussing human plans is very important for achieving goals and achievements, so it must be managed properly so that work is effective according to plan. This study was conducted on the basis of the aim of determining the extent to which education, training, experience, and work discipline influence employee performance in the company. There were a total of 87 employees of the Baranahan Kemhan Work Unit in this study with a larger sample size than the population and the sampling method was a census. In the study using multiple regression, the theory was tested with the SPSS mathematical tool, and this study took 6 months. positively influenced by employee education, training, experience, and work discipline. The scope of this study is a pandemic that hampers research and there are not many variables to be evaluated. This study contributes to the analysis of management literature and provides robust results that are available to most people. Human resources are one of the important components in an agency that runs the agency's operations. Human resources must be managed effectively to ensure that work is completed on time and according to plan, because human resources are very important for organizational performance and the achievement of its goals. Therefore, to be able to achieve organizational goals, employees who have good performance are needed who can increase the company's competitive advantage (Riyanto et al., 2021). The issue of human resources is still in the spotlight and focus for organizations to be able to survive in the era of globalization. As the main key, human resources will determine the success of the implementation of organizational activities. Human resources are also important in achieving the success and goals of the company and improving organizational performance (Saluy et al., 2022). In addition, human resources are a strategic factor in employee productivity (Saluy et al.) One aspect faced in an agency is how to make employees work efficiently and have an impact on increasing productivity (Ricardianto et al., 2022). Therefore, employees are required to be able to do their work according to their abilities, but in reality not all employees have the abilities and work skills that are in accordance with what the organization expects, especially in the Ministry of Defense's Baranahan Work Unit..

2. The Influence of Digital Literacy on Employee Performance at Baranahan Kemhan

Digital Literacy with employee performance are each variable related to the title of the thesis "The Effect of Education, Digital Literacy and Generation Z Performance on the

Performance of Baranahan Kemhan Employees". In a journal entitled: The effect of digital literacy and transformational leadership on employee performance mediated by innovative work behavior at the Padang city population and civil registration service, Isnandar Putra, Laura Syahrul, Yulihasri, discuss various elements in the life of public services in Indonesia experiencing what is called the phenomenon of disruption, namely the phenomenon of changing something that initially or has been running smoothly and normally, but then changes into a very different form. (Adhar, 2020). Adhar, (2020) gives an example of the use of online-based information technology in public services such as online registration, online complaint facilities and online monitoring of service delivery to inherent supervision through monitoring for state civil servants while at work. In Law No. 25 of 2009 concerning Public Services, the evaluation of public services aims to determine the extent of the implementation of policies in the field of public services, as well as to obtain an overview of the performance conditions of public service providers.

The performance of public service employees provided by service providers, especially those from government agencies, KemenPANRB initiated the formation of the Public Service Index. It is hoped that with this index figure, the capacity of public service delivery can be mapped and the results of the index measurement can be the basis for ranking employee performance. The provision of public services by organizational leaders that can support organizational effectiveness is the behavior of human resources in the workplace. Organizational effectiveness is at the individual level. According to Puspitasari & Marsudi (2022), performance is a level of achievement of all tasks that have become the work and responsibility of an employee. Employee performance in an organization refers to the Regulation of the Minister of PANRB No. 17 of 2017 concerning guidelines for evaluating the performance of public service delivery units, where the locus being evaluated is the units that provide services directly to the public. The Service Provider Units (UPP) that will provide direct services to the public that will be evaluated in 2021 are: UPTD Provincial Finance and Regional Asset Agency (UPTD BKAD/Samsat), Provincial Investment and One-Stop Integrated Service Office (DPMPTSP), Regency/City DPMPTSP, and Regency/City Population and Civil Registration Office (Disdukcapil). The Population and Civil Registration Office provides population administration services, namely a series of activities for arranging and organizing the issuance of documents and Population Data through Population Registration, Civil Registration (Government Regulation, 2019). Based on the data obtained in the annual report of population data from the Population and Civil Registration Service of West Sumatra Province, birth certificate data shows that the percentage of those who have birth certificates in Padang City in 2019 was 234,157 people or 80%, in 2020 it was 246,561 people or 86% and in 2021 it was 277,077 people or 96%. In terms of employee performance targets issued.

3. The Influence of Generation Z Performance on Employee Performance at Baranahan Kemhan

Generation Z performance with employee performance are each variable related to the title of the thesis "The Influence of Education, Digital Literacy and Generation Z Performance on the Performance of Baranahan Kemhan Employees". In a journal entitled: The Significant Impact of Workplace Environment on Gen Z Performance in Indonesia, Hendratmoko, Elisabeth Vita Mutiawati, discusses that Generation Z is currently entering the world of work, and the representation of Gen Z employees continues to grow in various companies. Individual performance has a direct influence on the success of an organization or company. Therefore, understanding and meeting the needs of employees, especially those from Generation Z, is important in organizational management. This study This study aims to analyze the role of the workplace environment in influencing the performance of Generation Z employees. In fact, Generation Z faces challenges in interpersonal skills. Information technology has also changed

the attitudes and behavior of Generation Z. Although intelligent, they may lack maturity at times. They tend to be individualistic and pragmatic, living in a digital digital era where everything is fast and easy to access. Therefore, this study aims to analyze the Significant Impact of the Workplace Environment on Gen Z Performance. Performance. This study uses a quantitative approach, with 100 respondents from Generation Z located in Jakarta. Data collection was carried out through questionnaires, using non-probability sampling techniques. The analysis used is Partial Least Squares (PLS), using the SmartPLS 4.0 application. SmartPLS 4.0 application. The significance of the findings in this study lies in the fact that among the variables studied, the workplace environment is the only factor that significantly affects the performance of Generation Z employees. Meanwhile, the other two variables, workload and work stress, showed a negative effect on performance, although this influence was not statistically significant. A conducive workplace environment was identified as a key factor in improving the performance of Generation Z employees. Performance refers to how an individual performs their duties optimally. Individuals who have a strong commitment to their organization will produce positive performance. Individuals who are committed to their organization also have an entrepreneurial spirit. Individuals who are committed to their organization also have an entrepreneurial spirit. commitment to their organization will also be more innovative in working (Iqbal et al., 2021; Salehi et al., 2023). Intrinsic rewards will motivate employees. Employees with high motivation will give good performance. One of the intrinsic rewards is a good work environment. good work environment. (Manzoor et al., 2021).

High-performing individuals will be more adaptable to environmental changes including the work environment. High-performing individuals are generally ready to face change. (Alqudah et al., 2022). One of them is during the Covid pandemic, where there was a change in work from offline to online. (Rasdi et al., 2021). Individual performance has a direct impact on the success of the organization. The use of artificial intelligence will help individuals in the organization to produce high performance. The use of artificial intelligence in an organization will also produce much greater performance. (Tong et al., 2021). Management that pays attention to the importance of using artificial intelligence will provide a positive perception to employees, especially generation z. (Daraba et al, 2021). Orientation and training provided by the company to its employees can increase employee work capacity. Increased work capacity will lead to increased employee performance. (Saleem, Malik, Qureshi, et al., 2021; Shen et et al., 2023). A good work environment will improve employee performance. This will be more optimal if supported by a positive employee work attitude. (Meijerink et al., 2021). In addition to orientation and training, the coaching method will also provide a positive work environment. A positive work environment will improve employee performance. employee performance. (Obeng et al., 2021).

4. The Influence of Education on Digital Literacy in the Ministry of Defense's Baranahan

Education with Digital Literacy of employees is each variable related to the title of the thesis "The Effect of Education, Digital Literacy and Generation Z Performance on the Performance of Baranahan Kemhan Employees". In the journal entitled: The Effect of Digital Literacy Capabilities and Self-Regulation on the Student's Creativity in Online Physics Teaching, B. Syefrinando, Sukarno, M. Ariawijaya, A. Nasukha, discusses digital literacy and self-regulation skills on student creativity in online physics learning practices. The approach used in this study is quantitative, with data collection techniques in the form of a survey model. The research design uses a quasi-experimental model with a pretest and posttest design, a pretest and posttest design. The sample of this study was physics education students at UIN Sulthan Thaha Saifuddin Jambi, with a sample size of 42 students. as many as 42 students. Data analysis was carried out through several stages, namely: a) the first stage is to analyze the

category classification, namely classifying student abilities into very good categories (A), good categories (B), sufficient categories (C), and lacking categories (D). b) the second stage is to analyze the category classification, namely classifying student abilities into very good categories (A), good categories (B) sufficient categories (C), and lacking categories (D), based on the measurement results scores of the three variables; b) the second stage is to test the correlation between variables. Correlation data analysis was carried out using SPSS 25 software. SPSS 25 software. Based on the data and discussion that has been carried out, it can be concluded that there is an influence between digital literacy skills and self-regulation on student creativity in online physics practicums. The influence of digital literacy skills on student creativity in carrying out online physics learning practicums is 85%, while self-regulation has an effect of 78%. Both variables together have an effect on student creativity in online physics learning practices by 74%. The industrial revolution 4.0 and 5.0, or what is often known as the digital era, requires various abilities so that each student can survive and compete with others. This is important considering that the current generation is a digital native generation, meaning that they use more gadgets to carry out activities in their lives with the emergence of a digital-based environment (Mardina, 2017). Turiman et al. (2012), Saputra et al. (2017), and Aslamiah et al. (2021) stated that various abilities that need to be developed related to the progress of Science and Technology (IPTEK) in the 21st century, as well as the paradigm shift of learning paradigms that do not recognize space and time, are digital literacy skills (Van Laar et al., 2020), science literacy, language literacy, and mathematical literacy.

5. The Influence of Education on Generation Z Performance at the Ministry of Defense's Baranahan

Education with Generation Z Performance are each variable related to the title of the thesis "The Influence of Education, Digital Literacy and Generation Z Performance on the Performance of Baranahan Kemhan Employees". In the journal entitled: Exploring Generation Z Teachers' Work Values: Implications To Educational Leadership And Management, T. Ariel C. Venida, discusses that a leader or manager in an organization is currently becoming more challenging due to the increasing diversity of generations in the workplace. Gen Z teachers are the latest generation to officially join the workforce, making schools home to four different generations with unique work values. As more generations of teachers enter the workforce, one-size-fits-all management and leadership styles are no longer valid. Therefore, it is important for school leaders and managers to better understand how to lead and manage this generation effectively in order to create the right work environment that will facilitate the growth of each teacher.

The main purpose of this study is to explore the work values of Gen Z teachers using a phenomenological approach from qualitative research. This study used semi-structured interviews as the primary data collection procedure conducted with seven purposively selected teachers and thematic analysis to determine themes. The study revealed that Gen Z teachers place importance on both intrinsic and extrinsic work values. They value personal skill development, professional growth and development, personal achievement and recognition, healthy work relationships, teamwork, workplace collaboration, work-life balance, and job and financial security. The study further revealed that Gen Z positively influences their work motivation, job satisfaction, and performance. This suggests that if organizations implement policies and strategies that align with Gen Z teachers' work values, Gen Z teachers are more likely to perform well because they are motivated and satisfied with their jobs. With these findings, it is recommended that school leaders and managers consider Gen Z teachers' work values in Gen Z teachers in formulating school management policies and strategies.

6. The Influence of Digital Literacy on Generation Z Performance at the Ministry of Defense's Baranahan

Digital Literacy with Generation Z Performance are each variable related to the title of the thesis "The Influence of Education, Digital Literacy and Generation Z Performance on the Performance of Baranahan Kemhan Employees". In the journal entitled: Digital Literacy Of The Generation Z Students And Their Attitudes And Beliefs Towards Ict Knowledge And Skills, Stjepić, Ana-Marija 1 Vukšić, Marija 2 Suša Vugec, Dalia 3, discusses the rapid development of technology and new technological innovations are easily adopted. The education system is beginning to realize the increasing importance of adapting its educational style to suit the specific characteristics of the new generation. Generation Z are students who were born and raised in a highly advanced digital environment. Therefore, using a survey method, an analysis of the current Generation Z was conducted, focusing on digital literacy and their perceptions of ICT learning, knowledge, and skills. Over the past few decades, there has been an increase in interest in information and communication technology (ICT) both in personal and business fields. business life. This is mainly due to the continuous development of new ICT technologies and the need to adapt them to the personal needs and business preferences of its consumers. ICT in turn shapes the values, characteristics and mindsets of each new generation [Berkup, B. S. (2014)]. Each new generation grows up in a different socio-economic, cultural and technological context than the previous generation, and as a result each generation has its own way of thinking, communicating and reacting to everyday situations [Beekman, T. (2011).]. In the context of education, the new generation represents a certain for educational institutions [Arkhipova M.V., Belova E.E., Gavrikova Y.A., Pleskanyuk T.N. and Arkhipov A.N. (2019).]. Since Generation Z, which is the generation observed for the purpose of this paper, has been influenced by the rapid technological developments and the increasingly rapid advancement of digital technologies, their ICT knowledge and skills are one of the main drivers in changing existing learning approaches [Arkhipova M.V., Belova E.E., Gavrikova Y.A., Pleskanyuk T.N. and Arkhipov A.N. (2019).], [Postolov, K., Magdinceva Sopova, M. and Janeska Iliev, A. (2017)], [Pousson J. M. and Myers K. A. (2018).]. According to Pejić Bach, Bosilj Vukšić and Ćurko According to Pejić Bach, Bosilj Vukššć and Ćurko [Pejić Bach, M., Bosilj Vukšić, V., and Ćurko, K. (1999)], computer literacy is one of the essentials of successful education and business. business. With all of the above in mind, the aim of this paper is to explore the digital literacy and digital attitudes of students belonging to Generation Z regarding ICT knowledge and skills.

7. The joint influence of education, digital literacy and generation Z performance on employee performance at Baranahan Kemhan

Education, Digital Literacy and Generation Z Performance with employee performance are each variables related to the title of the thesis "The Influence of Education, Digital Literacy and Generation Z Performance on Employee Performance at the Ministry of Defense Baranahan". In a journal entitled: Digital Literacy and its Relationship with Employee Performance in the 4IR, Mohd Khalid Mohd Abas, Ros Aizan Yahaya, Mohd She Fee Din, Stjepić, Ana-Marija Vukšić, Marija Suša Vugec, Dalia, discusses the development of the Industrial Revolution 4.0 (4IR) has arrived and is dubbed as a new disruptor in technology and software devices that have emerged in the industrial world to develop user perspectives with the latest gadgets and ways of doing things, however, less thought is given to involving adult beginner digital skills. Business leaders around the world are on the brink when they realize how the digital phenomenon can change the way their industry works (Huyler & Ciocca, 2015). Huyler and Ciocca's research revealed that people's adaptability to new changes is very low, especially among baby boomers. According to the World Economic Forum's report, "The Future of Jobs" released in January 2016, five million jobs in the world's leading economies

could be lost over the next five years due to redundancy and automation. Technological advances such as Artificial Intelligence, Robotics, and Biotechnology will disrupt business models and labor markets over the next five years (Schwab, 2016). The highly dynamic and competitive work environment of the twenty-first century demands a more innovative and flexible approach. A key difference in today's workplace relies on applied technology and digital communities (Bynghall, 2016). However, employees in the oil and gas industry face issues such as lack of technological knowledge in doing their jobs.

The digital workforce has become a target for many people lately, especially for those who want to sound like the latest trendsetter, Hunt & Miller, (2015). Therefore, it is interesting to know the extent to which digital literacy in the corporate workforce has embraced the new environment since the introduction of the Malaysian Multimedia Super Corridor (MSC) in 1996 with the implementation of the knowledge-based society framework (Saad, 2008), and the progress of the vision set two decades ago to have a positive relationship to the improvement of corporate performance in the private sector in Malaysia. Previous studies have shown that competitive intensity plays a significant role in determining organizational performance (Abubakar, Kura & Ringim, 2018). Based on the tradition in Malaysian education, there is a lack of direct user participation in information system design compared to traditional engineering-oriented system design. Although most of the initial approaches were prescriptive, with more empirical studies based, the concept of digital literacy education design has also evolved to accommodate this change, which is more in line with the critical education approach adopted in this study. Jalil and Kamaruddin (2018) in their study stated that rapid economic growth has positive outcomes for developing countries where the government has succeeded in generating more national income.

CONCLUSION

1. The results of the study between the influence of education and employee performance at Baranahan Kemhan, have a direct effect on employee performance so that the achievement of tasks runs optimally.
2. The results of the study between the influence of Digital Literacy and employee performance at Baranahan Kemhan, have a direct effect on employee performance because the technology used is the latest.
3. The results of the study between the influence of Generation Z Performance and employee performance at Baranahan Kemhan, have a direct effect on employee performance because they are Generation Z who have been familiar with technology since birth until now.
4. The results of the study between the influence of education and Digital Literacy at Baranahan Kemhan, have a direct effect on employee performance because in addition to successfully improving their education, they are also supported by the latest technology.
5. The results of the study between the influence of education and Generation Z Performance at Baranahan Kemhan, have a direct effect on employee performance because in addition to being familiar with technology from birth, they use the latest technology in their daily work.
6. The results of the study between the influence of Digital Literacy and Generation Z Performance at Baranahan Kemhan, have a direct effect on employee performance because in addition to the latest technology used, the ability of Generation Z who have been familiar with the technology for a long time, so it does not cause significant problems.
7. The results of the study between the joint influence of education, Digital Literacy and Generation Z Performance with employee performance at Baranahan Kemhan, have a direct effect on employee performance because they have succeeded in combining the education they have, the technology used is very up-to-date, and the performance of Gen Z who have been familiar with technology since birth.

Recommendation
1. Need support for other education that can directly affect employee performance so that the achievement of tasks runs optimally.
2. Need support for the latest Digital Literacy so that employee performance can improve.
3. Need support from leaders to provide freedom in order to improve education outside of service, especially for those who are skilled in technology.
4. Need to provide positions that are in accordance with their abilities in the field of digital literacy so that the implementation of employee performance can run well.
5. Need support for tactical money (additional) for those who are undergoing education outside, especially those who master digital literacy.
6. Need to apply the results of education outside of service with the support of technology and operational budget in order to realize optimal performance.
7. Need to utilize skills and critical thinking patterns, especially those related to digital literacy.

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