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The Influence of the UTAUT Model on the Adoption of Artificial Intelligence in the Personnel Management System of the Tojo Una-Una Regency Government

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ABSTRACT

This study aims to identify and analyze the influence of the Unified Theory of Acceptance and Use of Technology (UTAUT) model factors, consisting of Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions, on the adoption of Artificial Intelligence (AI) within the personnel management system of the Government of Tojo Una-Una Regency. This study employed a quantitative approach using a survey method involving 87 respondents, consisting of employees of BKPSDMD and Heads of Personnel Subdivisions of regional government agencies in Tojo Una-Una Regency. Data collection was conducted through questionnaire distribution and analyzed using multiple linear regression with the assistance of SPSS version 31.0. The results indicate that, partially, Performance Expectancy and Effort Expectancy have a positive and significant effect on Behavioral Intention toward AI adoption, while Social Influence and Facilitating Conditions do not have a significant effect. Simultaneously, all variables within the UTAUT model significantly influence Behavioral Intention toward AI adoption. The coefficient of determination (R^2) value of 0.702 indicates that the independent variables are able to explain 70.2% of the variation in Behavioral Intention. This study demonstrates that the perceived usefulness and ease of use of technology are the primary factors influencing employees' intentions to adopt Artificial Intelligence technology.

Keywords
Artificial Intelligence, UTAUT, Behavioral Intention, Performance Expectancy, Effort Expectancy.

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INTRODUCTION

The rapid development of digital technology has encouraged transformation across various sectors, including the government sector. Digital transformation in public governance has become an essential component in improving the quality of public services, bureaucratic effectiveness, and administrative efficiency. Governments are required to provide public services that are fast, transparent, accountable, and responsive to community needs.

Therefore, the utilization of digital technology in government systems is no longer merely an alternative but has become a strategic necessity in realizing good governance. The use of digital technology is considered capable of improving work process efficiency, data management accuracy, service transparency, and supporting more accurate and data-driven decision-making (Oktareza et al., 2024).

One of the technologies that has developed rapidly in the era of the Industrial Revolution 4.0 is Artificial Intelligence (AI). Artificial Intelligence is a technology capable of imitating human cognitive abilities through data learning, analysis, prediction, and automated decision-making processes. The use of AI has now become an important part of digital transformation in various organizations, including the public sector (Febriyanita, 2024). AI is believed to improve the efficiency, effectiveness, and accuracy of organizational work processes through system automation and faster, more accurate data analysis (Robles & Mallinson, 2023). In the governmental context, AI can be utilized to support public service demand prediction systems, government administration automation, big data analysis, and data-based strategic policymaking (Melawani, 2025).

The Indonesian government continues to encourage the acceleration of national digital transformation through the implementation of the smart government concept. This is reflected in Law Number 59 of 2024 concerning the National Long-Term Development Plan (RPJPN) 2025–2045, which emphasizes the importance of utilizing Artificial Intelligence and Big Data in strengthening government digital services through the Electronic-Based Government System (*Sistem Pemerintahan Berbasis Elektronik* / SPBE). This policy demonstrates that the utilization of digital technology, including AI, has become a priority in modernizing governance in Indonesia.

One governmental area that requires digital transformation is the personnel management system. Personnel management systems play a strategic role because they are directly related to the management of civil servant human resources, which serve as the primary drivers of public services and government policy implementation. So far, personnel management in many government institutions has still been dominated by manual and bureaucratic administrative processes, which potentially result in service delays, low work efficiency, and suboptimal decision-making. Therefore, technology-based innovations are needed to support personnel management in a more effective, objective, and adaptive manner through the utilization of Artificial Intelligence.

The use of AI in personnel management systems is believed to support more objective and faster employee recruitment processes (Sewang, 2025),

facilitate competency mapping and data-based employee performance evaluation, and assist strategic decision-making more accurately (Sianipar, 2024). In addition, AI also has the potential to support workforce planning analysis, early detection of disciplinary violations, and employee career development based on potential and work performance (Nur Khojin et al., 2025). Thus, the implementation of AI in personnel management systems is expected to improve the effectiveness of civil servant management sustainably.

The need for implementing digital technology in personnel management systems has been further reinforced by Law Number 20 of 2023 concerning the State Civil Apparatus (*Aparatur Sipil Negara* / ASN). The regulation emphasizes that ASN management must be conducted digitally and in an integrated manner. Article 63 of the 2023 ASN Law states that ASN management digitalization aims to improve efficiency, effectiveness, accuracy, and support the national digital ecosystem. This regulation demonstrates the government's commitment to accelerating digital transformation in civil servant management systems across government institutions.

Nevertheless, the successful implementation of AI technology in personnel management systems is not solely determined by the availability of technology and infrastructure but is also influenced by the readiness of individuals and organizations to accept and utilize the technology. Many digital technology implementations fail not because of weak systems but because of low user acceptance of the implemented technology (Tanaamah et al., 2021). Therefore, it is important to examine the factors influencing technology acceptance and intention to use AI within government institutions.

One of the models widely used to explain technology acceptance is the Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh et al. (2003). The UTAUT model is an extension of various technology adoption theories that integrates eight technology acceptance models into four main constructs: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions. This model is considered capable of explaining individuals' behavior in accepting and using technology more comprehensively than previous models. Ricardo and Zarlis M. (2024) stated that the UTAUT model is one of the relevant approaches for measuring Artificial Intelligence adoption readiness because it can explain the factors influencing individuals' and organizations' intentions to use technology.

Performance Expectancy relates to individuals' beliefs that using technology will improve their job performance. In the context of personnel management systems, employees are more likely to accept AI usage if the technology is perceived as capable of improving administrative effectiveness

and decision-making processes. Effort Expectancy relates to the perceived ease of technology use, where technologies that are easier to understand and operate are more likely to be accepted by employees. Social Influence describes the influence of the social environment, such as support from supervisors and colleagues, on individuals' decisions to use technology. Meanwhile, Facilitating Conditions relate to organizational support in the form of infrastructure, training, policies, and supporting facilities for technology utilization.

In addition to these four constructs, the UTAUT model also positions behavioral intention to use as the primary variable representing individuals' intentions to use technology in their work activities. Behavioral intention is an important indicator in determining the success of technology implementation because it reflects users' acceptance levels toward the implemented system. The higher the employees' intention to use AI technology, the greater the likelihood of successful system implementation within the organization. The intention to use technology is influenced by perceived usefulness, ease of use, organizational support, and trust in the system being used. Therefore, organizations need to understand the factors influencing behavioral intention so that AI implementation can operate optimally and sustainably.

Research on Artificial Intelligence adoption in the public sector remains relatively limited compared to the private sector. Most previous studies have focused more on the use of AI in business and industrial organizations, while research on AI implementation in governmental personnel management systems remains scarce. In fact, the government sector possesses bureaucratic characteristics different from the private sector, such as more hierarchical organizational structures, complex administrative procedures, and work cultures that tend to be formal and rigid, all of which may influence the process of accepting new technologies (Ho et al., 2023).

These conditions also present challenges for the Government of Tojo Una-Una Regency in implementing Artificial Intelligence within its personnel management system. Therefore, this study is important to analyze the influence of the factors in the UTAUT model, consisting of Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions, on behavioral intention in adopting Artificial Intelligence within the personnel management system of the Government of Tojo Una-Una Regency. This study is expected to contribute theoretically to the development of technology adoption studies in the public sector and serve as a consideration for local governments in formulating Artificial Intelligence-based digital transformation policies.

RESEARCH METHOD

This study employed both quantitative and qualitative data. The population of this study consisted of all employees of the Regional Personnel and Human Resources Development Agency (*Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah* / BKPSDMD) of Tojo Una-Una Regency, as well as all Heads of General Affairs and Personnel Subdivisions of Regional Government Agencies in Tojo Una-Una Regency, totaling 87 respondents. The sampling technique used was a census or total sampling technique; therefore, the entire population was used as the research sample.

Data analysis in this study utilized multiple linear regression analysis to examine the influence of Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions on Behavioral Intention in adopting Artificial Intelligence within the personnel management system of the Government of Tojo Una-Una Regency. The multiple linear regression equation model is presented as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:
Y = Behavioral Intention
α = Constant
β1 – β4 = Regression coefficients
X1 = Performance Expectancy
X2 = Effort Expectancy
X3 = Social Influence
X4 = Facilitating Conditions
e = Error term

RESULT AND DISCUSSION

Multiple Linear Regression Analysis

This study employed multiple linear regression analysis to examine the influence of Performance Expectancy (X1), Effort Expectancy (X2), Social Influence (X3), and Facilitating Conditions (X4) on Behavioral Intention (Y) in the adoption of Artificial Intelligence (AI) within the personnel management system of the Government of Tojo Una-Una Regency.

Simultaneous Test Results (F-Test)

The simultaneous test was conducted using the F-test to determine whether all independent variables collectively influence behavioral intention.

Table 1.
Simultaneous Test Results (F-Test)

Model	F-value	Sig.	Criteria (< 0.05)	Description
Regression	48.293	0.001	Fulfilled	Significant Effect

Source: Processed Data (2026)

Based on the F-test results, the significance value obtained was 0.001 < 0.05. This indicates that the variables of Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions simultaneously have a significant effect on Behavioral Intention in the adoption of AI within the personnel management system.

Hypothesis Testing Results (t-Test)

Partial hypothesis testing was conducted by comparing the calculated t-value with the t-table value of 1.989 and examining the significance level of 0.05.

Table 2.
t-Test Results

Variables	t-value	t-table	Sig.	t Criteria	Sig. Criteria	Decision
Performance Expectancy (X1)	2.141	1.989	0.035	t-value > t-table	Sig. < 0.05	Accepted
Effort Expectancy (X2)	4.474	1.989	0.001	t-value > t-table	Sig. < 0.05	Accepted
Social Influence (X3)	1.263	1.989	0.210	t-value < t-table	Sig. > 0.05	Rejected
Facilitating Conditions (X4)	1.209	1.989	0.230	t-value < t-table	Sig. > 0.05	Rejected

Source: Processed Data (2026)

Based on the hypothesis testing results above, the following explanations can be provided:

1. Performance Expectancy (X1) has a positive and significant effect on Behavioral Intention, with a t-value of 2.141 > 1.989 and a significance value of 0.035 < 0.05. Therefore, Hypothesis H1 is accepted.
2. Effort Expectancy (X2) has a positive and significant effect on Behavioral Intention, with a t-value of 4.474 > 1.989 and a significance value of 0.001 < 0.05. Therefore, Hypothesis H2 is accepted.

3. Social Influence (X3) does not have a significant effect on Behavioral Intention because the t-value of 1.263 < 1.989 and the significance value of 0.210 > 0.05. Therefore, Hypothesis H3 is rejected.
4. Facilitating Conditions (X4) do not have a significant effect on Behavioral Intention because the t-value of 1.209 < 1.989 and the significance value of 0.230 > 0.05. Therefore, Hypothesis H4 is rejected.

Coefficient of Determination (R^2)

The coefficient of determination was used to determine the ability of the independent variables to explain the dependent variable.

Table 3.
Coefficient of Determination (R^2)

Model	R Square (R^2)	Result
X1; X2; X3; X4 → Y	0.702	Strong

Source: Processed Data (2026)

Based on the analysis results, the R Square (R^2) value obtained was 0.702, which falls within the strong category. This indicates that the variables of Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions are able to explain 70.2% of the variation in Behavioral Intention toward AI adoption within the personnel management system of the Government of Tojo Una-Una Regency. Meanwhile, the remaining 29.8% is influenced by other factors outside the research model that were not examined in this study.

Discussion

The Effect of Performance Expectancy on Behavioral Intention

The hypothesis testing results indicate that Performance Expectancy has a positive and significant effect on Behavioral Intention toward the adoption of Artificial Intelligence (AI) within the personnel management system of the Government of Tojo Una-Una Regency. This finding suggests that the higher the employees' expectations regarding the benefits and performance improvements generated by AI technology, the higher their intention to adopt and use the technology.

This finding is consistent with the study conducted by Rana et al. (2024), which stated that Performance Expectancy positively influences the intention to use Artificial Intelligence technology within the academic environment of the University of Dhaka, Bangladesh. The study explained that individuals are more motivated to use technology when it is perceived as capable of improving work effectiveness and productivity.

However, this finding differs from the study conducted by Siagian et al. (2023), which found that Performance Expectancy does not influence the

intention to adopt crowdfunding platforms in North Sumatra. This difference may be attributed to variations in research context and technology usage characteristics. In crowdfunding platforms, technology usage is optional and not directly related to job demands, so perceived usefulness is not the primary factor influencing usage intention.

The findings of this study are also supported by Nazmi et al. (2024), who explained that performance expectancy plays an important role in shaping behavioral intention toward technology usage. Within the context of the UTAUT model, Performance Expectancy describes the degree to which individuals believe that using a system will help improve job performance more effectively and efficiently.

In this study, the strong influence of Performance Expectancy indicates that employees of BKPSDMD and Heads of Personnel Subdivisions believe that AI technology can provide tangible benefits in personnel administrative tasks. These benefits include improved work efficiency, greater data processing accuracy, and support for faster and more accurate decision-making. Therefore, the higher the employees' perceptions of the benefits of AI technology, the stronger their intention to use it in daily work activities.

The Effect of Effort Expectancy on Behavioral Intention

The results indicate that Effort Expectancy has a positive and significant effect on Behavioral Intention toward the adoption of Artificial Intelligence (AI) within the personnel management system of the Government of Tojo Una-Una Regency. This means that the easier AI technology is to understand and use, the higher the employees' intention to adopt it.

This finding is consistent with the study conducted by Angelina and Yasin (2024), which stated that Effort Expectancy positively and significantly affects the intention to use mobile banking. Ease of use and low system complexity are important factors encouraging individuals to use technology.

However, this finding differs from the study conducted by Owan et al. (2025), which found that Effort Expectancy negatively affects students' intention to use ChatGPT. This finding was influenced by concerns regarding plagiarism and excessive dependence on AI technology in the learning process.

This study also supports Firmansyah (2022), who stated that the ease of use of an innovation increases potential users' intentions to adopt the system. Similarly, Maulana et al. (2023) explained that ease in understanding and operating an application strongly encourages interest in technology usage.

In this study, Effort Expectancy emerged as the most dominant variable influencing Behavioral Intention. This is evident from the regression coefficient and standardized beta values, which were the highest among all variables.

Theoretically, in the UTAUT model proposed by Venkatesh et al. (2003), Effort Expectancy is associated with the level of ease in using a technology system.

The dominance of this variable indicates that ease of use is the primary consideration for employees in accepting new technology. This condition is influenced by employee characteristics, as most employees are within mature age groups and do not all possess information technology backgrounds. Therefore, AI technology that is easy to understand and operate will be more readily accepted and utilized in supporting personnel management tasks.

The Effect of Social Influence on Behavioral Intention

The results indicate that Social Influence does not have a significant effect on Behavioral Intention toward the adoption of Artificial Intelligence (AI) within the personnel management system of the Government of Tojo Una-Una Regency.

This finding differs from the study conducted by Rofi'i et al. (2023), which stated that Social Influence positively affects the intention to use mobile banking applications. This difference may be influenced by differences in research objects, respondent characteristics, and technology usage contexts.

Conversely, this finding is consistent with Tian et al. (2024), who found that Social Influence does not affect the intention to use AI chatbots in higher education institutions in China. Similarly, Bendi and Andayani (2013) showed that social influence does not significantly affect interest in using information systems.

The insignificance of Social Influence in this study indicates that employees' decisions to use AI technology are based more on personal considerations than on social pressure or encouragement. Employees tend to directly evaluate the benefits and ease of use of AI technology in assisting their work rather than relying on influence from supervisors, colleagues, or the organizational environment.

In addition, this condition indicates that AI technology usage has not yet become a strong work culture within the Government of Tojo Una-Una Regency. Personnel management systems that remain conventional and semi-digital have caused AI utilization not to be perceived as a socially urgent necessity. Therefore, the social environment has not yet provided a significant influence on employees' intentions to use AI technology.

The Effect of Facilitating Conditions on Behavioral Intention

The results indicate that Facilitating Conditions do not have a significant effect on Behavioral Intention toward the adoption of Artificial Intelligence (AI) within the personnel management system of the Government of Tojo Una-Una Regency.

This finding differs from the study conducted by Angelina and Yasin (2024), which found that Facilitating Conditions positively influence the intention to use mobile banking. In that study, the availability of supporting facilities such as internet networks, devices, and adequate application systems became important factors shaping technology usage intention.

However, this finding is consistent with the study conducted by Ali et al. (2024), which found that Facilitating Conditions do not affect ICT adoption intentions in the tourism sector. Similarly, Alqaisi et al. (2025) showed that Facilitating Conditions do not influence medical students' interest in using ChatGPT in Jordan.

The insignificance of Facilitating Conditions in this study indicates that the availability of infrastructure and facilities has not become the primary factor shaping intentions to use AI technology. Employees place greater emphasis on the direct benefits and ease of use of the technology rather than on the availability of supporting facilities.

This finding demonstrates that even when technological facilities are not fully optimal, employees still intend to use AI if the technology is perceived as helpful and easy to operate. In other words, perceptions of usefulness and ease of use are more dominant than supporting facility factors.

The Simultaneous Effect of Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions on Behavioral Intention

The hypothesis testing results indicate that, simultaneously, the variables within the UTAUT model consisting of Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions significantly affect Behavioral Intention toward the adoption of Artificial Intelligence (AI) within the personnel management system of the Government of Tojo Una-Una Regency.

This result indicates that improvements in these four variables collectively can encourage an increase in employees' intentions to adopt and use AI technology in personnel management activities. Although not all variables individually have significant effects, collectively they still contribute to shaping intentions to use AI technology.

These findings are supported by the study conducted by Widya Anjani and Imam Mukhlis (2022), which stated that UTAUT variables simultaneously influence Behavioral Intention. Similar findings were also reported by Gustiana and Johni Paul (2022) regarding QRIS adoption among MSMEs in Jambi City, showing that Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions collectively influence technology usage intention.

In addition, these findings are consistent with the UTAUT theory proposed by Venkatesh et al. (2003), which explains that the four primary constructs are important determinants influencing technology usage intention and behavior.

Therefore, this study strengthens the argument that the UTAUT model has strong explanatory power in understanding the intention to adopt Artificial Intelligence technology within the personnel management system of the Government of Tojo Una-Una Regency.

CONCLUSION

Based on the results and discussion of this study, it can be concluded that the intention to adopt Artificial Intelligence (AI) technology within the personnel management system of the Government of Tojo Una-Una Regency is influenced by the perceived usefulness and ease of use of the technology, which in the UTAUT model are represented by the variables of Performance Expectancy and Effort Expectancy.

The Performance Expectancy variable indicates that employees of BKPSDMD and Heads of Personnel Subdivisions believe that the use of AI can improve performance, efficiency, and work quality, thereby encouraging the intention to use the technology. Meanwhile, Effort Expectancy demonstrates that the ease of understanding and operating AI technology is an important factor that increases employees' interest in adopting it.

On the other hand, the variables of Social Influence and Facilitating Conditions have not yet become primary factors in encouraging AI adoption intentions. This finding indicates that social environmental influence and facility support are not yet sufficiently strong to establish a culture of Artificial Intelligence usage within the Government of Tojo Una-Una Regency.

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