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The Impact of Digital Literacy and Achievement Motivation on Employee Performance: The Mediating Role of Innovative Behavior in the Communication and Information Office of Pasuruan Regency

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Abstract

The rapid advancement of digital technologies has reshaped organizational operations and demands employees to master evolving systems while maintaining effective performance. This study examines the influence of digital literacy and achievement motivation on employee performance, with innovative behavior as a mediating factor, at the Communication and Information Office of Pasuruan Regency. A quantitative explanatory approach was applied, involving all 65 employees as respondents through structured questionnaires, supported by observations and interviews to strengthen data accuracy. Data were processed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to evaluate both the measurement and structural models. The findings reveal that digital literacy significantly enhances employee performance by improving information processing abilities, technological adaptability, and the effective use of digital platforms to support work completion. Achievement motivation also shows a positive effect on performance, reflecting the role of personal initiative and goal-oriented behavior. Among the tested variables, innovative behavior demonstrates the strongest impact on performance, indicating that creativity, willingness to innovate, and problem-solving capabilities are essential for achieving optimal results. Furthermore, digital literacy and achievement motivation indirectly influence performance through innovative behavior, confirming its mediating role in the model. These results highlight the importance of continuous digital competency development, motivation enhancement through recognition and fair evaluation, and the creation of a supportive climate for innovation. Future research may explore additional contextual factors such as leadership style or work environment to enrich understanding of performance improvement in digitally oriented public institutions.

Keywords: Digital Literacy, Achievement Motivation, Innovative Behavior, Employee Performance

1. Introduction

Digital technology's rapid progress has transformed organizational operations, demanding that employees quickly learn and integrate new tools, processes, and systems while continuing to deliver strong results. In this context, the ability to navigate digital environments, digital literacy along with the intrinsic drive to achieve, are key determinants of performance. Digital literacy involves effectively obtaining, interpreting, and applying digital information and technologies, equipping employees to complete tasks precisely, work efficiently, and innovate for higher productivity [1] [2] [3] [4]. Employees proficient in digital skills can adapt seamlessly to technological shifts, optimize the use of digital tools, and enhance outcomes at both individual and organizational levels.

The internal desire to succeed, known as achievement motivation, significantly affects employees' commitment to their tasks, adaptability in facing challenges, and proactive engagement in work, all of which contribute to better performance outcomes [5] [6] [7]. Employees driven by this motivation actively seek to enhance both their competencies and the quality of their work, consistently pursuing higher levels of accomplishment.

Despite the growing body of research on digital literacy and achievement motivation, little attention has been paid to how innovative behavior mediates their impact on performance, particularly in the public sector. Innovative behavior encompasses the conscious generation, support, and application of new ideas to improve operational processes, products, or services, enhancing both personal and organizational outcomes [8] [9] [10]. Employees who are digitally competent and highly achievement-oriented are more inclined to exhibit innovative conduct,

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translating their expertise and internal drive into tangible advancements in performance, creativity, and operational efficiency.

This investigation is inspired by the strategic objectives set by the Communication and Information Office of Pasuruan Regency for 2023, emphasizing digital governance, effective public communication, data availability, information security, and service quality. Aligning employee digital literacy, achievement drive, and innovation with these goals enables the workforce to contribute more effectively to organizational performance. The corresponding strategic targets and performance indicators are presented in Table 1.

Table 1. Strategic Goals of the Communication and Information Office of Pasuruan Regency, 2023

No.	Strategic Goal	Performance Indicator	2023 Achievement	2023 Target	Progress Rate (%)
1	Digitalization of Government Governance	SPBE Maturity Level (SPBE Index)	2.95	3.91	75.45%
1.1	Improved development and integrated application of ICT across Pasuruan Regency	% of agencies connected to internet via Kominfo	56.42	75	75.23%
		% of online and integrated public services	50.15	26.55	188.89%
2	Improved Public Communication and Information Quality	Public Information Openness Level (KIP Index)	95.88	91	105.36%
3	Improved availability of sectoral statistical data in accordance with the One Data Indonesia principle	% of agencies with sectoral statistics adhering to One Data Indonesia standards	57.89	70	82.7%
4	Enhanced information security supporting SPBE implementation	Information Security Maturity Level (KAMI Index)	515	250	206%
5	Improved Management Service Performance of Kominfo	Evaluation Score (LKjIP)	77	74	104.05%
		Public Satisfaction Level (IKM Score)	92.06	85	108.31%

Source: Communication and Information Office of Pasuruan Regency, 2024

Building upon these strategic objectives, this research investigates the ways in which digital literacy and achievement motivation impact employee performance, both directly and indirectly, with innovative behavior serving as a mediating factor. The study seeks to answer key questions: In what ways does digital literacy shape employee performance? How does achievement motivation contribute to work outcomes? To what degree does innovative behavior act as a bridge in these relationships? The originality of this work lies in linking employees' skills and motivational drivers to their innovative actions, aligning individual capabilities with the institutional goals of a public organization.

2. Research Methods

The research implemented a quantitative survey approach targeting employees at the Communication and Information Office of Pasuruan Regency. Following an explanatory research design, the study aimed to examine and explain the causal relationships between digital literacy, achievement motivation, innovative behavior, and employee performance, while testing the associated hypotheses [11]. Since the total population comprised 65 staff members, a census method was applied to ensure full participation. Data collection relied mainly on structured questionnaires and was reinforced by direct observation and interviews to reduce bias and increase the credibility of the findings [12].

This research focused on four key variables: digital literacy, achievement motivation, innovative behavior, and employee performance. Digital literacy was operationalized through employees' practical digital skills, ability to search and manage information, and digital communication proficiency [13]. Achievement motivation included goal orientation, attainment of work targets, work quality, accountability, risk-taking tendencies, and creativity [14]. Innovative behavior was measured by engagement in risk-taking, support for new ideas, innovation

acknowledgment, teamwork in idea generation, and participatory decision-making [15]. Employee performance assessment considered task quality, output quantity, and adherence to deadlines [16]. Data collection was carried out using a Likert-scale survey to ensure precise evaluation of respondents' behaviors and perceptions [17] [18].

This study conducted data analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 to investigate both the measurement (outer) and structural (inner) models simultaneously [17] [19]. The outer model evaluated the validity and reliability of indicators, emphasizing convergent and discriminant validity as well as composite reliability. The inner model then analyzed the hypothesized causal paths, calculating path coefficients, R^2 values, and predictive relevance (Q^2) to confirm the relationships between variables [20] [21]. Hypothesis testing applied a one-tailed approach with a 5% significance criterion, where T-values ≥ 1.96 and p-values < 0.05 indicated statistically significant relationships, ensuring accurate and reliable results.

3. Results and Discussions

General Description of the Research Object

Serving as a cornerstone of local governance, the Communication and Information Office (Diskominfo) of Pasuruan Regency manages critical functions in communication, informatics, statistics, and information security. Since its establishment under Regional Regulation No. 12 of 2008 and subsequent clarifications through several Regent Regulations, the office has transitioned from a standard Information and Communication Office into a multifaceted agency responsible for digital governance, statistical data management, and cybersecurity. Diskominfo's responsibilities encompass drafting and executing policies, monitoring program effectiveness, overseeing administrative operations, and providing ICT education to the public, including programs to enhance digital literacy and encourage responsible online behavior. The office's leadership structure consists of a Head (Eselon II), supported by a Secretariat and three divisions Public Data and Information, Public Communication, and Infrastructure and Informatics Applications each charged with specialized tasks ranging from data administration, information distribution, public opinion management, to e-Government system development and protection of digital assets. Its operations are guided by strategic documents, including the five-year Renstra and annual Renja, ensuring accountability and effective performance tracking. Through comprehensive ICT infrastructure development, including public Wi-Fi networks, data centers, command centers, and integrated digital systems, Diskominfo seeks to provide public services that are transparent, efficient, and accurate, while advancing digital transformation and enhancing overall governance quality across the region.

Descriptive Analysis of The Respondents

A detailed examination of the 65 respondents from the Communication and Information Office (Diskominfo) of Pasuruan Regency revealed a workforce characterized by balanced gender representation (53.8% male, 46.2% female) and strong academic credentials, primarily bachelor's degrees (63.1%) with additional diploma (21.5%) and master's degree (15.4%) holders. The majority fell within the productive age ranges of 31–40 years (43.1%) and 41–50 years (32.3%), optimal for professional growth and adaptation to evolving digital environments. Employees reported high digital literacy, particularly in daily ICT operations (4.37), information retrieval (4.15), and digital communication (4.02), alongside robust achievement motivation reflected in quality work (4.54), responsibility (4.43), and goal orientation (4.26). Innovative behaviors were notable in participatory decision-making (4.66), recognition of personal ideas (4.57), and collaborative ideation (4.32). Performance ratings were strong across timeliness (4.69), quality standards (4.49), and deadline adherence (4.46). Collectively, these results suggest that Diskominfo staff possess a synergistic combination of digital competence, intrinsic motivation, and innovation, all contributing to superior employee performance, emphasizing the strategic importance of nurturing digital skills and achievement drive to optimize outcomes in public sector organizations navigating technology-intensive work environments.

3.1. Result

Model PLS

Partial Least Squares (PLS) serves as a variance-based SEM technique that investigates the complex interplay between latent variables and their observed indicators while optimizing the variance explained in outcome variables. In this research, PLS was adopted to examine both direct and indirect impacts of Digital Literacy and

Achievement Motivation on Employee Performance, with Innovative Behavior functioning as a mediating factor. The method enables concurrent evaluation of the measurement model, which validates the indicators for each construct, and the structural model, which tests hypothesized causal relationships. PLS is especially advantageous for research with limited sample sizes, exploratory purposes, and models with multiple interdependent variables, offering rigorous and insightful analysis of the factors shaping employee performance within the Communication and Information Office of Pasuruan Regency.

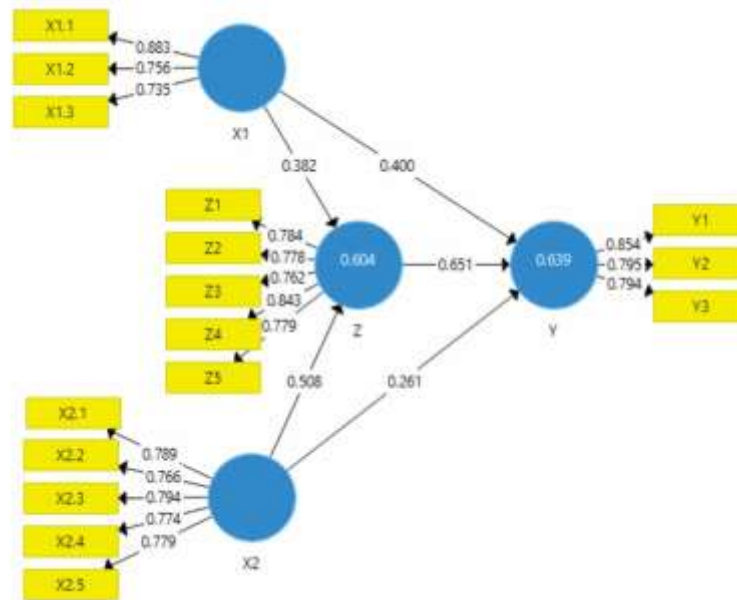


Figure 1. Model PLS

The analysis from the PLS model illustrates the degree to which each indicator contributes to its latent construct through factor loadings. In addition, the model displays path coefficients, indicating the strength of the connections among variables, particularly linking employee performance as the exogenous variable to the mediating factor, employee satisfaction, and to the endogenous variables of digital literacy and achievement motivation.

Outer Model Validity Test

In this study, the outer model, also called the measurement model, was used to confirm the validity of the indicators in representing their latent constructs. Convergent validity was determined based on factor loading values, where a minimum threshold of 0.50 indicates that an indicator is adequate for measuring its associated construct. Table 2 displays the factor loading results for all the constructs included in the research.

Table 2. Factor Loading Values

Indicator	Digital Literacy (X1)	Achievement Motivation (X2)	Employee Performance (Y)	Innovative Behaviour (Z)
X1.1	0.883			
X1.2	0.756			
X1.3	0.735			
X2.1		0.789		
X2.2		0.766		
X2.3		0.794		
X2.4		0.774		
X2.5		0.794		
Y1			0.854	
Y2			0.795	

Indicator	Digital Literacy (X1)	Achievement Motivation (X2)	Employee Performance (Y)	Innovative Behaviour (Z)
Y3			0.794	
Z1				0.784
Z2				0.785
Z3				0.762
Z4				0.843
Z5				0.794

Source: Processed data, 2025

The data presented in Table 2 reveal that each indicator fulfills the minimum requirement of a 0.50 factor loading, suggesting that the constructs exhibit adequate convergent validity. Consequently, the measurement model is deemed ready for the next stage of analysis.

In the following step, the Average Variance Extracted (AVE) is calculated to determine the extent to which a latent construct explains the variance of its indicators. Compared to composite reliability, AVE imposes a more demanding standard for convergent validity, with 0.50 being the recommended minimum value.

Table 3. Average Variance Extracted (AVE)

Construct	AVE
Digital Literacy (X1)	0.543
Achievement Motivation (X2)	0.679
Employee Performance (Y)	0.664

Source: Processed data, 2025

Table 3 illustrates that the AVE values of all constructs are above 0.50, indicating that the constructs have strong enough convergent validity to proceed with further analytical procedures.

Reliability Test

Reliability, as indicated by composite reliability, assesses whether a measurement tool can repeatedly deliver stable results. When repeated observations of a construct are consistent, the construct is considered reliable. The results of the reliability analysis for all research variables are shown in Table 4.

Table 4. Data Reliability

Construct	Cronbach's Alpha	rho_A	Composite Reliability
Digital Literacy (X1)	0.762	0.734	0.775
Achievement Motivation (X2)	0.716	0.747	0.816
Employee Performance (Y)	0.746	0.745	0.855
Innovative Behaviour (Z)	0.724	0.733	0.821

Source: Processed data, 2025

The findings in Table 4 indicate that all latent constructs exceed the composite reliability benchmark of 0.70, confirming that their indicators measure the constructs consistently. Therefore, Digital Literacy, Achievement Motivation, Employee Performance, and Innovative Behavior are reliable for further investigation.

Structural Model Test (Inner Model)

The inner model analysis assesses the connections between constructs, their statistical significance, and the R-Square values to evaluate how well the independent variables account for changes in the dependent variables. Hypotheses were tested using bootstrap resampling, with t-statistics indicating significance (Ghozali, 2008). Table 5 summarizes the R-Square results for this study.

Table 5. R-Square

Endogenous Variable	R Square	Adjusted R Square
Employee Performance (Y)	0.739	0.722
Innovative Behaviour (Z)	0.604	0.591

Source: Processed data, 2025

Table 5 details the R-Square and Adjusted R-Square for Employee Performance (Y) and Innovative Behavior (Z). With an R-Square of 0.739, it can be inferred that Digital Literacy, Achievement Motivation, and Innovative Behavior account for most of the variation in employee performance, while the remaining portion (26.1%) is explained by external influences like leadership, organizational culture, or work environment factors.

The analysis for Innovative Behavior (Z) reveals that 60.4% of its variation is attributable to Digital Literacy and Achievement Motivation, while the rest, 39.6%, results from other influences not captured in the model. The Adjusted R-Square being nearly equal to the R-Square indicates the model's robustness and absence of overfitting concerns.

Taken together, the R-Square values reveal that the model has substantial explanatory capacity, demonstrating how the interplay of digital literacy, achievement motivation, and innovative behavior can account for variations in employee performance.

Direct and Indirect Effects

This investigation focused on both the immediate and mediated influences of Digital Literacy (X1) and Achievement Motivation (X2) on Employee Performance (Y), with Innovative Behavior (Z) serving as the mediator. Direct effects demonstrate the direct impact on performance, and indirect effects indicate how these relationships are shaped by innovative practices.

Table 6. Direct and Indirect Effects of Variables

Effect Type	Path	Original Sample (O)	Sample Mean (M)	Std. Dev (STDEV)	T-Statistic	P-Value
Direct Effect	X1 → Y (Digital Literacy → Employee Performance)	0.400	0.398	0.093	4.305	0.000
Direct Effect	X2 → Y (Achievement Motivation → Employee Performance)	0.261	0.239	0.133	1.966	0.050
Direct Effect	Z → Y (Innovative Behaviour → Employee Performance)	0.651	0.643	0.134	4.862	0.000
Indirect Effect	X1 → Z → Y (Digital Literacy → Innovative Behaviour → Employee Performance)	0.248	0.224	0.102	2.440	0.015
Indirect Effect	X2 → Z → Y (Achievement Motivation → Innovative Behaviour → Employee Performance)	0.331	0.357	0.119	2.775	0.006

Source: Processed data, 2025

The analysis revealed that digital literacy directly enhances employee performance significantly, while achievement motivation also positively contributes but to a lesser extent. Innovative behavior emerged as the most potent direct predictor of performance. Furthermore, both digital literacy and achievement motivation indirectly improve employee performance through the influence of innovative behavior, confirming its mediating role. The indirect contribution of digital literacy is 0.248, and that of achievement motivation is 0.331, both statistically significant.

3.2. Discussion

The Effect of Digital Literacy on Employee Performance

The findings indicate that digital literacy positively affects performance, where employees with strong ICT capabilities can perform tasks more effectively. At the Communication and Informatics Office of Pasuruan Regency, digital literacy involves not only operational skills but also the mastery of ICT for administrative processes, public service delivery, and digital information management.

Employee's adept in digital literacy can efficiently adapt to digital work environments, process information with speed, and utilize technology platforms to streamline tasks [22]. This skill set enhances work quality due to the rapid, accurate, and verifiable nature of digital information and also fosters collaboration via online applications, real-time monitoring, and access to multiple information sources for informed decisions.

Consistent with [1] [2] [3], these findings indicate that digital proficiency enhances employee performance. Competent users of digital technologies efficiently manage information, navigate internal systems, utilize online resources, and collaborate digitally. [4] also underline that swift technological change demands both technical and strategic skills to fully exploit digital tools, improving productivity and public sector service quality.

The Effect of Achievement Motivation on Employee Performance

Employees who possess strong achievement motivation tend to perform at higher levels. This drive compels them to pursue outstanding results and gain acknowledgment for their contributions. Motivated staff consistently display enthusiasm for their tasks, seek continuous improvement in their skills, correct errors promptly, and strive to exceed minimum performance requirements.

Employees driven by achievement motivation focus on clearly defined goals and result-oriented actions, which enhance organizational effectiveness. In the context of the public sector, where high-quality, timely, and transparent service delivery is critical, motivated staff demonstrate initiative, proactivity, and task efficiency. These outcomes are in line with studies by [5] [6] [7], highlighting intrinsic motivation as a vital factor in achieving exceptional performance. Sustaining employees' drive to excel involves creating a supportive organizational climate where performance is acknowledged, constructive feedback is routine, and competition is fostered in a positive manner, thereby enhancing overall work outcomes.

The Effect of Innovative Behavior on Employee Performance

Performance is strongly influenced by employees' innovative behavior, which encompasses creative thinking, the development of alternative solutions, and initiative in accomplishing tasks. Employees exhibiting this behavior challenge conventional routines, continually striving to enhance work processes, which in turn strengthens the organization's productivity and overall effectiveness.

In the context of public sector offices like Diskominfo Pasuruan, promoting innovative behavior is vital to meet the growing expectations for rapid, clear, and technology-driven public services. Studies suggest that employees who are motivated and feel satisfied with their work are more inclined to pursue creative solutions and innovative approaches [23]. [24] also notes that the performance of employees improves when they experience recognition, support, and the freedom to explore and implement new ideas.

The Effect of Digital Literacy on Employee Performance through Innovative Behavior

Evidence from this research shows that digital literacy indirectly boosts employee performance by encouraging innovative behavior. Employees who are skilled in digital technologies can efficiently integrate new tools into their work, experiment with digital solutions, and develop original ideas to enhance task execution. The ability to navigate and apply ICT effectively provides a strong basis for fostering innovation in work processes.

Employees who feel competent in managing digital technologies and information resources are more likely to exhibit confidence and satisfaction in their roles, which encourages innovative actions. Such behaviors contribute to improved efficiency, faster service delivery, and creative solutions, key markers of strong employee

performance. This aligns with findings by [25] [26], which indicate that digital literacy drives innovation that enhances performance. Furthermore, research by [27] highlights innovative behavior as a crucial intermediary linking digital skills to employee performance.

The Effect of Achievement Motivation on Employee Performance through Innovative Behavior

Achievement motivation positively impacts employee performance, but its full potential is realized only when coupled with innovative behavior. While motivated employees naturally aim to excel, relying solely on motivation may create undue pressure, which can hinder performance. Incorporating creativity and innovative thinking allows these individuals to approach tasks intelligently, ensuring that their dedication translates into efficient and high-quality outcomes rather than mere hard work.

Perception of the work environment and recognition, as described in attribution theory, plays a critical role in enabling employees to reach their full potential. Those who are highly motivated and also engage in innovative behavior can respond more effectively to challenges, devise creative solutions, and deliver superior results. Evidence from [28] warns that poorly channeled achievement motivation can undermine innovative behavior. In contrast, findings from [29] [30] reveal that when employees have freedom to innovate, their achievement motivation positively influences overall performance.

Innovative behavior emerges as a key intermediary that amplifies the effects of achievement motivation on employees' work outcomes. Organizations benefit from fostering an environment that simultaneously promotes innovation and supports motivated employees. The findings demonstrating that achievement motivation exerts a positive effect on employee performance when channeled through innovative behavior at the Communication and Informatics Office of Pasuruan Regency

4. Conclusion

This study concludes that the performance of employees at the Communication and Informatics Office of Pasuruan Regency is heavily influenced by their digital skills, intrinsic motivation, and capacity for innovation. Digital literacy and achievement motivation both positively affect performance, with digital competence exhibiting a slightly stronger direct effect. Nevertheless, innovative behavior emerges as the dominant factor, emphasizing how creativity, flexibility, and initiative are vital for accomplishing organizational objectives. Additionally, the analysis reveals that innovative behavior mediates the effects of digital literacy and achievement motivation on performance, indicating that fostering a culture of innovation is essential for improving employee outcomes. Practically, organizations are advised to make digital competency a central focus, offering continuous learning and skill-building initiatives. Programs designed to enhance achievement motivation should combine fair recognition, rewards, and opportunities for employees to pursue meaningful goals. Simultaneously, fostering a culture of innovation where creative thinking, experimentation, and collaborative problem-solving are encouraged—can further elevate performance levels. By aligning human resource practices to simultaneously promote digital literacy, motivation, and innovation, organizations can achieve optimal employee outcomes. Future research should consider incorporating additional contextual factors, such as managerial style, workplace atmosphere, or team dynamics, to better understand the conditions that influence employee performance.

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