

# THE EFFECT OF DIGITAL SKILLS ON EMPLOYEE PERFORMANCE MEDIATED BY INNOVATIVE BEHAVIOR IN DIGITAL COMPANIES IN JABABEKA CIKARANG INDUSTRIAL ESTATE

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***Abstract :** This study aims to analyze the effect of digital skills on employee performance mediated by innovative behavior in digital companies in the Jababeka Industrial Estate. The population used in this study are employees of digital companies in the JABABEKA Cikarang industrial area. to determine the sample size, this study used the probability sampling method simple random sampling, so that 85 respondents were obtained. This quantitative research uses Partial Least Square (PLS) as a data analysis technique. The results showed that digital skills have a significant positive effect on employee performance. innovative behavior has a significant positive effect on employee performance. digital skills have a significant positive effect on innovative behavior. digital skills have a significant positive effect on employee performance through the mediating role of innovative behavior. This research provides important implications for digital companies in designing digital skills development programs and encouraging innovative behavior to improve employee performance.*

***Keywords :** Digital Skill, Employee Performance, Innovative Behavior*

**Abstrak :** Penelitian ini bertujuan menganalisis pengaruh keterampilan digital terhadap kinerja karyawan yang dimediasi oleh perilaku inovatif pada perusahaan digital di Kawasan Industri Jababeka. Pada populasi yang digunakan dalam penelitian ini yaitu karyawan perusahaan digital di kawasan industri JABABEKA Cikarang. untuk menentukan ukuran sampel, penelitian ini menggunakan metode probability sampling simple random sampling, Sehingga didapatkan 85 responden. Penelitian kuantitatif ini menggunakan Partial Least Square (PLS) sebagai teknik analisis data. Hasil penelitian menunjukkan bahwa keterampilan digital berpengaruh positif signifikan terhadap kinerja karyawan. perilaku inovatif berpengaruh positif signifikan terhadap kinerja karyawan. keterampilan digital berpengaruh positif signifikan terhadap perilaku inovatif. keterampilan digital berpengaruh positif signifikan terhadap kinerja karyawan melalui peran mediasi dari perilaku inovatif. Penelitian ini memberikan implikasi penting bagi perusahaan digital dalam merancang program pengembangan keterampilan digital dan mendorong perilaku inovatif guna meningkatkan kinerja karyawan.

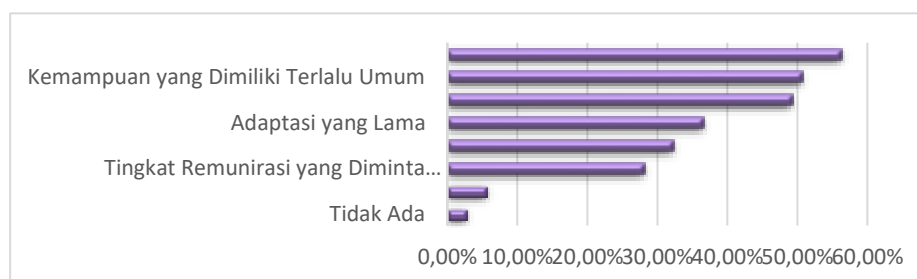
**Kata Kunci :** Keterampilan Digital, Kinerja Karyawan, Perilaku Inovatif

## INTRODUCTION

Globalization requires humans to be ready to face a change and competition in an increasingly competitive business world. Companies around the world face significant challenges in dealing with rapid changes in the era of globalization and the continuous development of information technology. As digital technology continues to develop rapidly, companies around the world are under pressure to adapt and innovate. Digital transformation plays a key role in gaining a competitive advantage in the marketplace and improving a company's competitiveness. Technology helps people in the 4.0 industrial revolution by gradually expanding industries, allowing them to do great work that meets increasing needs (Asbari et al., 2020). The industrial revolution 4.0 led to rapid advances in technology. With the decline of human functions and the adoption of technology, industry 4.0 is faced with a large number of new and unexplored ideas. Small and medium-sized enterprises are able to gain global recognition as the industrial revolution develops because they play an important role in technology. The Industrial Revolution 4.0 has had a direct impact on business behavior in Indonesia. (Asbari et al., 2020).

Nowadays, for company development, high employee performance is required. Companies must have the ability to develop and improve performance in their workplace. Performance is the actualization of skills and motivation. Performance is the result of real achievement in a certain period either individually or in groups. Performance is proof of success and as a benchmark for companies or institutions (Muis et al., 2018). Several factors influence business success, one of which is human resources. Human resources are participants in the process from planning to evaluation who are able to use other organizational or company resources. Human resources have a strategic role in determining the success and achievement of organizational goals. To achieve these goals, the role of human resources is increasingly optimized to improve performance and ensure the survival of the organization or company.

**Figure 1. Weaknesses of Indonesian Employees Regarding Digital Capabilities**



Source : katadata.co.id, (2022)

Based on Figure 1 on the weakness of Indonesian employees in digital skills, results of research conducted among 71 digital companies, as many as 95.8 percent of respondents consider the digital skills of their employees as an important element. However, around 88 percent of digital businesses, whether start-ups or small or large corporations, admit that they struggle to find potential

employees with strong digital skills. According to these digital companies, the most common shortcomings among applicants are theoretical knowledge (56.3 percent), skills that are too general (50.7 percent), lack of experience (49.3 percent), and a long adaptation process (36.6 percent). This data shows that organizations need experienced workers with multidisciplinary knowledge and specialized digital skills to provide solutions and respond accurately to business problems (Dhanes Sahistya, 2022).

Human resource management is not only responsible for utilization, development, management, and performance planning, but also responsible for improving performance (Elisnawati et al., 2023). Good workers are expected to carry out their duties with full responsibility and use all their potential competently and effectively. With an increase in employee performance, it is hoped that it can make a positive contribution to company results (Lestari & Afifah, 2021). The development of employee performance shows the results of their performance. Employee performance is the result of activities performed by employees. Performance is the result of on-the-job practice and formal training. Performance is the result of on-the-job training and management training. Operational development and management training are aimed at improving results, while technical development is aimed at improving concepts and strategies in planning and developing the management potential of the organization (Sadat et al., 2020).

Several factors affect employee performance, including their ability to use technology. In today's digitalization era, human resources (HR) is an important issue that can affect all areas of life. This challenge is driven by the rapid development of technology, which requires people to keep up with current digital trends and skills in order to survive and compete in the world of work (Baharrudin et al., 2021). Digital skills are important in this context to improve employee performance in a rapidly changing work environment. The ongoing digitization of public and private services has increased the likelihood of the general public to become or be digitally excluded (Helsper & Reisdorf, 2017). Improving employee performance is an important challenge for any business, and with the increasing digitization of businesses, digital skills are becoming an important asset.

**Figure 2. Digital Skills score in Indonesia**



Source : databoks.katadata.co.id, (2022)

Based on Figure 2, the Digital Skills score in Indonesia has decreased from 3.52 points in 2022 to 3.50 points in 2023. This figure shows that the average digital skills of Indonesians have decreased slightly in the past year. Although the decline is not significant, this indicates that efforts to improve digital skills in Indonesia need to be improved so that they do not continue to decline. The higher the Digital Skills score indicates that people in a country are more skilled and proficient in utilizing digital technology in their daily lives (Muhamad Nabilah, 2023).

Digital skills are a person's skills, knowledge, scientific abilities, and self-direction in the use of modern technologies, which necessitates the possession of (information culture, media culture, culture of information and communication technologies), indicating active and positive use of digital technologies. (Sailer et al., 2021). Digital competencies can be defined as the knowledge and skills that seek to harness the power of data and communication technologies (ICT) to improve performance more efficiently and effectively. Digital competencies are becoming a new way to explore, implement and build an organization.

Innovative behavior also contributes to employee growth, For a company to be efficient and sustainable, employees must have innovative behavior. Innovative behavior is behavior related to the ability to develop new ideas, propose creative solutions, and implement value-creating changes in different contexts such as the workplace, business, or daily life. It is the ability to think outside the box, overcome challenges and find new ways to solve problems and achieve goals. In the business world, innovative behavior is often seen as a key factor in creating competitive advantage, as it allows companies to stay relevant and adapt to the changing business environment. In addition, maximizing company performance can also be achieved through innovative employee behavior in the workplace (Korzilius et al., 2017). Every company needs innovative behavior from its employees. Employees who show innovative behavior can develop or combine creative ideas to create something new within the company.

The research gap in this study lies in the inconsistency of previous research results regarding the relationship between digital skills, innovative behavior, and employee performance. Some studies show that Digital Skill has a positive and significant effect on Employee Performance Marguna & Sangiasseri, (2020), while other studies find that this effect is not significant (Hartomo, G., & Watson, 2020). In addition, the role of innovative behavior as a mediator in the relationship between digital skills and employee performance also still produces mixed findings. The study by Nambisan et al., (2019) shows that innovative behavior mediates the relationship, but another study by Anwar, M., Khan, S. Z., & Malik, (2023) concluded that innovative behavior only partially mediates the relationship between digital skills and employee performance, with other factors such as motivation and organizational culture also playing an important role. Therefore, this study aims to clarify the relationship between digital skills, innovative behavior, and employee performance in the context of digital

companies in the JABABEKA Industrial Estate, and examine the role of innovative behavior as a potential mediator in the relationship.

Researchers will focus on the object of digital companies in the Jababeka industrial area located in Cikarang, West Java. The Jababeka industrial area in Cikarang is quickly becoming one of the largest industrial centers in the region. In addition to being a center for manufacturing and traditional industries, Jababeka is also home to companies operating in a number of digital industries, including information technology, e-commerce, and digital services. With the rapid development of technology and innovation, the challenges and opportunities for companies in the region have become increasingly complex. The novelty of this research lies in the new contribution to the literature of human resource management and digital technology with a specific focus on the relationship between digital skills, innovative behavior, and employee performance in a digital enterprise environment within the Jababeka Cikarang industrial area.

## **THEORETICAL REVIEW**

### **Employee Performance**

Employee performance is the capacity and contribution of employees to meet the organization's goals and outcomes. Employee performance includes the extent to which employees achieve goals, develop competencies and add value to the organization. Employee performance is usually measured by the quantity, quality and timing of work, their attendance at work and their cooperative attitude (Koopmans, 2014). Factors that influence employee performance include management style, organizational culture, work structure, salary and benefits, physical office environment, assistive technology, and employee training and development (Na-nan et al., 2017). Employee performance is not only important for them, but also for the success and sustainability of the organization. Therefore, companies need to create an effective performance management system through planning, measurement, assessment, feedback, and employee development. Thus, the performance of each employee and the organization as a whole can be continuously improved.

### **Digital Skill**

The ability to use digital technologies, computer networks, and media to find, evaluate, use, create, and communicate information in order to participate effectively in a digital society is known as digital skills. (Gallardo-echenique et al., 2023). Digital skills have become a necessity for everyone in the 21st century, both in daily activities and in the work environment, to remain competitive and productive in the face of digital transformation in various fields (Laar et al., 2018). By mastering digital skills, individuals can succeed in an increasingly digitally connected society. Enhancing these skills not only enhances career development, but also helps people to navigate the ever-changing digital age and make positive contributions. Digital skills are in high demand in today's digital age. Digital skills enable employees to work efficiently, productively, creatively and innovatively. Employees with good digital skills are usually more adaptable to technological changes and have better performance. Therefore, developing employees' digital

skills needs to be prioritized so that companies can compete and thrive in the digital era. Regular digital skills training can increase the productivity and competitiveness of the company.

### **Innovative Behavior**

Innovative behavior is defined as a person's behavior that aims to bring new ideas into the world, put them into action, and encourage them, so that they can help complete tasks or work units. Innovative behavior includes creative actions in exploring possibilities, proposing ideas, developing prototypes, seeking support from various sources, or implementing innovative solutions in the workplace (Spiegelare et al., 2016). Factors that influence innovative behavior include support from managers, work teams, and organizational cultures that encourage experimentation and risk-taking, positive rewards and support for new ideas, and access to resources and information (Entrepreneurs, 2014).

## **HYPOTHESIS**

### **The Effect of Digital Skills on Employee Performance**

Research conducted by Marguna & Sangiasseri, (2020) shows the results of Digital Skills have a positive and significant effect on Employee Performance. As for other research conducted by Elisnawati et al., (2023) which shows the results of Digital Skill have a positive and significant effect on Employee Performance. The main reason why Digital Skills can increase Employee Performance, Digital skills allow employees to automate routine work, simplify work and increase productivity. By having digital skills, employees can more effectively operate in the ever-changing digital era, resulting in better performance and increased organizational values. Based on this description, the hypothesis is proposed:

**H1 : Digital Skill affects Employee Performance.**

### **The Effect of Innovative Behavior on Employee Performance**

Research conducted by Hadi et al., (2020) shows the results of Innovative Behavior have a positive and significant effect on Employee Performance. As for other research conducted by Astuti et al., (2019) which shows the results of Innovative Behavior have a positive and significant effect on Employee Performance. The main reason why Innovative Behavior can improve Employee Performance, Employees who show innovative behavior tend to look for new ways to increase efficiency and productivity in the workplace. Their innovative ideas can lead to the development of more effective work methods. Based on this description, the hypothesis is proposed:

**H2 : Innovative Behavior affects Employee Performance.**

### **The Effect of Digital Skills on Innovative Behavior**

Research conducted by Santoso et al., (2019) shows the results of Digital Skills have a positive and significant effect on Innovative Behavior. The research conducted by Carvalho et al., (2023) which shows the results of Digital Skill has a positive and significant effect on Innovative Behavior. The main reason why Digital Skills can increase Innovative Behavior, Digital skills create the foundation for innovative

behavior by giving employees the tools and knowledge they need to think creatively, take measured risks, and apply innovative solutions in the context of their work. Based on this description, the hypothesis is proposed:

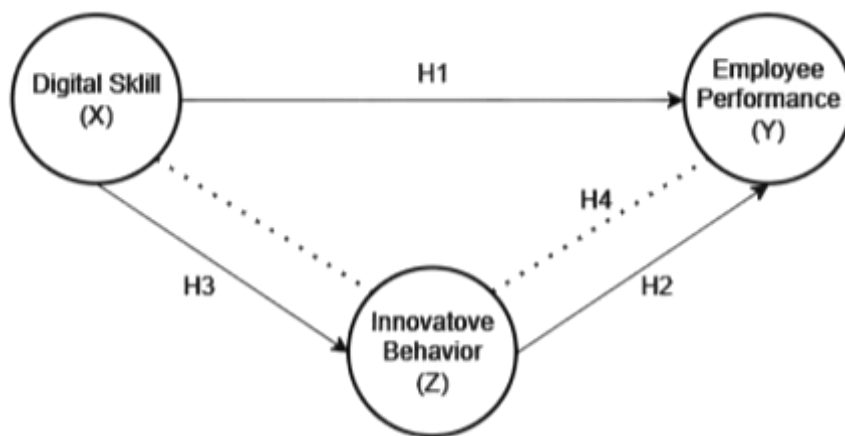
**H3 : Digital Skill affects Innovative Behavior.**

### **The Effect of Digital Skills on Employee Performance mediated by Innovative Behavior**

Digital Skill or digital skills have a positive influence on employee performance or Employee performance. This has been proven through research conducted by Satish Nambisan et al., (2019) which shows that the Digital Skill variable has a positive and significant effect on Employee Performance through Innovative Behavior mediation. And also research by Soto-acosta, (2020) which shows that the Digital Skill variable has a positive and significant effect on Employee Performance through the mediation of Innovative Behavior. Therefore, digital skills create an environment that supports and encourages innovative behavior. When employees master technology and use digital tools well, they have more freedom to create, propose, and implement new solutions that can improve performance and add value to the organization. Based on this description, the hypothesis is proposed:

**H4 : Digital Skill affects Employee Performance which is mediated by Innovative Behavior.**

**Figure 3. Research Design**



Source : Processed Data (2023)

### **CONCEPTUAL FRAMEWORK**

Based on the theoretical study and review of previous research results that have been presented, it can be concluded that a number of factors often influence the improvement of Employee Performance. This research focuses on Digital Skills, Innovative Behavior, and Employee Performance. From this description, a research design can be formulated:

**Table 1. Operationalization of Variables**

VARIABLE	INDICATOR	SCALE
Digital skill	technical and operational skills	
Helsper, E.J., Schneider, L.S., van Deursen, A.J.A.M., & van Laar, E. (2020)	information navigation and processing skills communication and interaction skills content creation and production skills	Interval 1-5
Employee performance	Quantity	Interval 1-5
Robbins & Judge (2007)	Quality Timeliness Effectiveness Independence	
Innovative behavior	Idea exploration	Interval 1-5
De Jong, J. P., & Den Hartog, D. N. (2008)	Idea generation Idea championing Idea implementation	

Source : Processed Data (2023)

Three research variables are explained in Table 1. The first variable is digital skills, which are measured by four indicators: technical skills, information skills, communication skills, and content creation skills. The second variable is employee performance, which is measured by five indicators: quantity, quality, timeliness, effectiveness, and independence. The third variable is innovative behavior, which is measured by four indicators and four measurement scales.

The three variables will be measured on an interval scale of 1-5. The selection of appropriate indicators is very important so that the measurement of research variables is valid and reliable. Similarly, the selection of an appropriate measurement scale will ensure that the quantitative data obtained is accurate to further test the research hypothesis. With the description of indicators and measurement scales in the table, researchers can design questionnaires and collect data needed for testing research hypotheses.

### RESEARCH METHODS

This research includes explanation research, which seeks to explain the causal link between many variables by evaluating hypotheses. The participants in this study are employees of digital enterprises in the Jababeka Industrial Area. The sample for this study was made up of 85 randomly selected employees. The data analysis model in this study uses Structural Equation Modeling (SEM) methodologies with computer-



aided analysis.

The research population is employees of digital companies in the JABABEKA Cikarang industrial area. to determine the sample size, this study uses the probability sampling method simple random sampling. Determination of the number of samples will use the method of Joseph F. Hair Jr et al. (2014) which explains that the number of samples must have a minimum of 5-10 times the number of respondents of each variable studied and more than 50 respondents. So that from the results of the calculation it was found that the minimum respondents in the study were 85 respondents with 12 indicators.

## RESEARCH RESULTS

**Table 2. Individual Characteristics of Respondents**

Karakteristik Responden	Orang	Proporsi
Laki-laki	47	44,7%
Perempuan	38	55,3%
<b>Jumlah</b>	<b>85</b>	<b>100%</b>
Berusia < 20 Tahun	14	16,5%
21-30 Tahun	62	72,9%
31-40 Tahun	8	9,4%
> 40 Tahun	1	1,2%
<b>Jumlah</b>	<b>85</b>	<b>100%</b>
Berijazah SMA/SMK/MA/MAK	71	83,5%
Berijazah D3	4	4,7%
Berijazah S1	10	11,8%
Berijazah S2	0	0,0%
<b>Jumlah</b>	<b>85</b>	<b>100%</b>
Masa Kerja < 1 Tahun	41	48,2%
1-3 Tahun	29	34,1%
3-5 Tahun	10	11,8%
> 5 Tahun	5	5,9%
<b>Jumlah</b>	<b>85</b>	<b>100%</b>

Source : Processed Data (2023)

Based on Table 2, there were 85 respondents who provided responses in this survey. Most respondents were female (55.3%) and aged between 21-30 years (72.9%). In terms of education, most of those respondents had completed high school / vocational high school / MA / MA (83.5%). Only 11.8% had a bachelor's degree and 4.7% had a diploma. No respondents had a master's degree. In terms of length of service, almost half of the respondents (48.2%) had less than 1 year of service. The rest have mostly worked between 1-3 years (34.1%). Only about 17% of respondents have worked for more than 3 years. Overall, respondents were dominated by young women with secondary education and a relatively short tenure.

**Table 3. Outer Loadings**

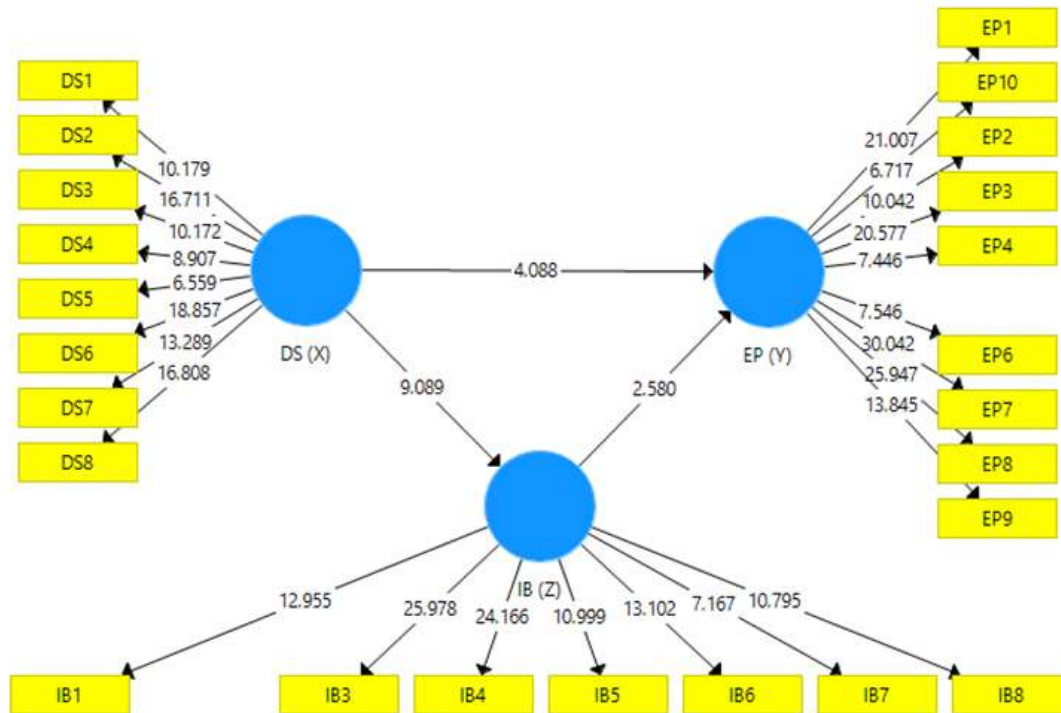
	DS (X)	EP (Y)	IB (Z)
DS1	0,747		
DS2	0,763		
DS3	0,702		
DS4	0,663		
DS5	0,648		
DS6	0,788		
DS7	0,729		
DS8	0,788		
EP1		0,814	
EP10		0,649	
EP2		0,724	
EP3		0,795	
EP4		0,638	
EP6		0,701	
EP7		0,852	
EP8		0,860	
EP9		0,778	
IB1			0,750
IB3			0,831
IB4			0,828
IB5			0,731
IB6			0,729
IB7			0,695
IB8			0,744

Source : Processed Data (2023)

Table 3 presents the findings of the outer loadings of each indicator or question item used to measure latent variables in the research model. Outer loadings are the correlation value between each indicator and its latent variable. In this table, there are three latent variables, namely DS (Digital Skill), EP (Employee Performance), and IB (Innovative Behavior). Each latent variable is measured by several indicators indicated by codes such as DS1, DS2, EP1, EP2, and so on. The values in the table show the outer loadings of each indicator on its latent variable. For example, the DS1 indicator has an outer loading of 0.747 on the DS (Digital Skill) latent variable. The higher the outer loading value (closer to 1), the better the indicator measures the latent variable.

In structural equation modeling (SEM) analysis, outer loadings are used to evaluate the validity of indicators in measuring latent variables. Generally, outer loadings above 0.7 are considered to have good validity, while values below 0.4 are considered invalid and should be removed from the model.

Figure 4. PLS Bootstrapping Results



Source : Processed Data (2023)

Based on Figure 4, the bootstrapping results show that digital skills have a significant effect on employee performance. This is indicated by the direction of the arrow from digital skills to employee performance which is positive. Employee performance is significantly impacted by innovative conduct. This is indicated by the direction of the arrow from innovative behavior towards positive employee performance. Innovative behavior is significantly impacted by digital skills. This is indicated by the direction of the arrow from digital skills towards positive innovative behavior. Digital skills have a significant effect on employee performance through the mediating role of innovative behavior. This is indicated by the indirect path from digital skills to innovative behavior and then to employee performance which is positive.

Table 4. R Square

	R Square	R Square Adjusted
EP (Y)	0,562	0,551
IB (Z)	0,421	0,414

Source : Processed Data (2023)

Table 4 presents the findings of the R square test to ascertain the extent to which the independent variable (digital skills) can account for the variability observed in the dependent variable (employee performance and innovative behavior). The R square value for employee performance of 0.562 or 56.2% indicates that 56.2% of employee performance variability can be explained by digital skills and innovative behavior. While the R square value of innovative behavior of 0.421 or 42.1% indicates that 42.1%

of the variability of innovative behavior can be explained by digital skills. Given that both R square values are rather high, it can be said that the suggested model does a decent job of predicting the two dependent variables.

**Table 5. F Square**

	DS (X)	EP (Y)	IB (Z)
DS (X)		<b>0,334</b>	<b>0,728</b>
EP (Y)			
IB (Z)		0,134	

Source : Processed Data (2023)

Based on table 5, the results of the F square test can be seen which is used to determine how much influence an independent variable has on the dependent variable. The f square value of digital skills on employee performance of 0.334 indicates that digital skills have a big influence on employee performance. The f square value of innovative behavior on employee performance of 0.134 indicates that innovative behavior has a moderate influence on employee performance. Meanwhile, the f square value of digital skills on innovative behavior of 0.728 indicates that digital skills have a great influence on innovative behavior. Therefore, it can be said that innovative behavior and digital skills have a significant impact on improving employee performance.

**Table 6. Construct Reability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DS (X)	0,874	0,880	0,901	0,533
EP (Y)	0,908	0,918	0,924	0,553
IB (Z)	0,874	0,889	0,901	0,536

Source : Processed Data (2023)

table 6 presents the results of reliability and validity testing for the measurement model (outer model) used in this study. From the table, it can be seen that all constructs, namely digital skills (X), employee performance (Y), and innovative behavior (Z) have Cronbach's Alpha and rho\_A values above 0.7. This shows that all constructs have met the requirements for good reliability.

In addition, the composite reliability value for the three constructs is more than 0.7, indicating that all constructions are compositely reliable. The average variance extracted (AVE) value of the three constructs is likewise more than 0.5, indicating high convergent validity. As a result, the measurement model used in this study confirmed its validity and reliability in measuring research variables.

**Table 7. Mean, STDEV, T-Values, P-Values (Direct Effect)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
DS (X) - > EP (Y)	0,512	0,512	0,125	4,088	<b>0,000</b>
IB (Z) - > EP (Y)	0,313	0,316	0,121	2,580	<b>0,010</b>
DS (X) - > IB (Z)	0,652	0,669	0,072	9,089	<b>0,000</b>

Source : Processed Data (2023)

Table 7 presents a summary of the results of path hypothesis testing in the research model that analyzes the direct influence between digital skills, employee performance, and innovative behavior variables. In the first path, digital skills are proven to have a positive and significant effect on employee performance with a path coefficient value of 0.512. The statistical t value of 4.088 is greater than the critical value of 1.96 and the p value is less than 0.05, so hypothesis 1 is supported. In the second path, innovative behavior has a positive and significant effect on employee performance with a path coefficient of 0.313 and a statistical t value of 2.580. As a result, there is empirical evidence for hypothesis 2. With a route coefficient of 0.652 and a statistical t value of 9.089, digital skills also have a positive and significant impact on innovative behavior in the third path. This lends empirical credence to hypothesis 3.

Overall, the route analysis results in table 6 demonstrate that the data strongly supports the research hypothesis. Each route link between variables is crucial.

**Table 8. Mean, STDEV, T-Values, P-Values (Indirect Effect)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
DS (X) -> IB (Z) -> EP (Y)	0,204	0,211	0,086	2,358	<b>0,019</b>

Source : Processed Data (2023)

Table 8 shows the findings of a study on the mediating influence of creative behavior on the link between digital skills and employee performance. The results show that digital skills have a positive and significant indirect impact on employee performance through creative behavior. This demonstrates that creative conduct is a mediator in the relationship between digital skills and employee performance.

Overall, the suggested research model has demonstrated high reliability and validity as evidenced by outer model testing in Table 6. Furthermore, the findings of testing the inner model in tables 7 and 8 satisfactorily validated the research hypothesis on the direct and indirect impacts of variables. As a result, we can infer

that this study model has been evaluated and is able to explain the link between digital capabilities, innovative behavior, and employee performance.

## DISCUSSION

### **Digital Skills on Employee Performance**

This study shows that the relationship between Digital skill variables is able to make a significant contribution to Employee performance. With a good understanding of digital skills, employees can improve their efficiency and effectiveness at work. This is because digital skills make it easier for employees to use technology and digital tools relevant to their jobs, allowing them to complete tasks more quickly and accurately. Improved digital skills also enable employees to adapt quickly to changes in technology and new work processes, which in turn has a positive impact on overall performance. This research supports research from Marguna & Sangiasseri, (2020) which shows that Digital skills are able to make a significant contribution to Employee performance. This was realized by library employees at hasanuddin University in improving their performance. However, this research contradicts research from Baharrudin et al., (2021) which shows that Digital skills have not been able to make a significant contribution to Employee performance.

### **Innovative Behavior on Employee Performance**

This research shows that the relationship between Innovative behavior variables is able to make a significant contribution to Employee performance. That increasing innovative behavior has the effect of significantly improving employee performance. Other factors, such as motivation, leadership, and organizational culture, are also needed so that employees' innovative behavior can produce tangible results and contribute to organizational development. This study supports research from Astuti et al., (2019) which shows that Innovative behavior is able to make a significant contribution to Employee performance. However, the research contradicts the research of De Spiegelaere et al., (2016) which shows that Innovative behavior has not been able to make a significant contribution to Employee performance. Therefore, employees who tend to behave innovatively are more productive than employees who are less innovative.

### **Digital Skills on Innovative Behavior**

This study shows that the relationship between Digital skill variables is able to make a significant contribution to Innovative behavior. This means that individuals with good digital skills are more likely to be able to think creatively, implement new ideas, and innovate in their work or life environment. Digital skills provide the tools and knowledge needed to access information, communicate more effectively, and use technology to create new and efficient solutions. This research is supported by the results of research by Carvalho et al., (2023) which shows that Digital skills are able to make a significant contribution to Innovative behavior. Digital skills can help shape a person's Innovative behavior by providing access to resources, tools, and technologies that support the creative process, problem solving, and adaptation to change.

However, the research contradicts the research of Nambisan et al., (2019) which shows that Digital Skill has not been able to make a significant contribution to Innovative Behavior.

### **Digital Skills on Employee Performance mediated by Innovative Behavior**

This study shows that Innovative Behavior is able to mediate the effect of Digital Skills on Employee Performance. That is, high Digital Skills in employees encourage them to behave more innovatively. This Innovative Behavior then acts as an intermediary that strengthens the positive influence of Digital Skills on improving Employee Performance. In other words, without Innovative Behavior, the effect of Digital Skills on Employee Performance will not be as great as when employees also have the ability to innovate. This research supports research from Satish Nambisan et al., (2019) which shows that Innovative Behavior and Digital Skill are able to make a significant contribution to Employee Performance. Digital innovation can improve organizational performance through the formation of a new ecosystem that encourages collaboration. However, the research contradicts the research of Parviainen & Teppola, (2017) which shows that Innovative Behavior and Digital Skill have not been able to make a significant contribution to Employee Performance.

### **CONCLUSION**

Digital skills have a positive and significant effect on employee performance. The higher the digital skills of employees, the higher their employee performance. Innovative behavior has a positive and significant effect on employee performance. The higher the innovative behavior of employees, the higher their employee performance. Digital skills have a positive and significant effect on innovative behavior. The higher the digital skills of employees, the higher their innovative behavior. Digital skill has a positive and significant effect on employee performance through the mediating role of innovative behavior. Digital skills encourage an increase in innovative behavior, which in turn increases employee performance. The results of this study are in line with several previous studies that show the positive effect of digital skills and innovative behavior on improving employee performance. However, there are also studies that show different results. Overall, it can be concluded that improving digital skills and encouraging innovative behavior of employees can be an effective strategy to improve employee performance in the company.

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