

The Role of Dedication and Digital Literacy to Employee Performance with Mediation Innovative Work Behavior in KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan

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Abstract. *This study aims to examine: (1) the effect of dedication on innovative work behavior among human resources at KPKNL Semarang, KPKNL Pekalongan, and KPKNL Surakarta, (2) the effect of digital literacy on innovative work behavior among human resources at KPKNL Semarang, KPKNL Pekalongan, and KPKNL Surakarta, (3) the effect of dedication on employee performance among human resources at KPKNL Semarang, KPKNL Pekalongan, and KPKNL Surakarta, (4) the effect of digital literacy on employee performance among human resources at KPKNL Semarang, KPKNL Pekalongan, and KPKNL Surakarta, and (5) the effect of innovative work behavior on employee performance among human resources at KPKNL Semarang, KPKNL Pekalongan, and KPKNL Surakarta. This research is an explanatory study. The sampling technique used was purposive sampling. The sample consisted of 109 human resources personnel at KPKNL Semarang, KPKNL Pekalongan, and KPKNL Surakarta. Data were collected through questionnaire distribution. Data analysis was performed using the SEM-PLS (Structural Equation Modeling with Partial Least Squares) approach. The results of the study indicate that: (1) dedication has a positive and significant effect on innovative work behavior, (2) digital literacy has a positive and significant effect on innovative work behavior, (3) dedication has a positive and significant effect on employee performance, (4) digital literacy has a positive and significant effect on employee performance, (5) innovative work behavior has a positive and significant effect on employee performance, (6) innovative work behavior mediates the influence of dedication on employee performance, and (7) innovative work behavior does not mediate the influence of digital literacy on employee performance.*

Keywords: *Dedication; Digital Literacy; Employee Performance; Innovative Work Behavior.*

1. Introduction

The advancement of the digital era has brought changes, demanding technological adaptation across various sectors, including the government sector in providing public services. The rapid flow of information in the digital age has led to a tendency for the public to demand higher quality public services. (Purnomo & Riyadi, 2022) He stated that the challenges of digitalization require government agencies to optimize the use of information technology in every business process. Strengthening digital infrastructure, increasing internet access, and integrating digital solutions are efforts to improve the performance of public organizations in realizing an adaptive, responsive, and innovative bureaucracy.

Organizational performance which is influenced by the relationship between the organization and its human resources has become an important parameter that determines the success of an organization. (Sabie et al., 2020). Organizational performance is inseparable from the performance of human resources in carrying out their roles and responsibilities in the digital era. Therefore, one of the strategic issues in achieving organizational goals is improving human resource performance. Good human resource performance can help a company achieve its goals more effectively, while poor human resource performance can cause losses for the company. (Sitopu et al., 2021) Therefore, for public sector organizations to adapt to the digital era, they need to optimize human resources to gain added value and achieve organizational goals.

Human resources are a fundamental pillar; individual practices capable of creating, developing, and implementing new ideas can help organizations navigate change through the integration of digital tools, processes, and strategies across organizational operations. Employees who innovate in their work tend to demonstrate higher performance, both in terms of productivity and the quality of public services, thereby helping public sector organizations navigate change, meet stakeholder expectations, and legitimize the role of government as an institution that creates public value.(Pham et al., 2024).Innovative work behavior requires human resources to ensure ideas can be translated into tangible improvements, and this requires them to be adaptive. Innovative work behavior encourages individuals to find new solutions and approaches using technology to create governance that is more adaptive, accountable, and responsive to societal needs.

Human resources with greater digital autonomy are more likely to engage in innovative work leading to improved job performance. (Boo, 2022) The application of technology in public services will not necessarily automatically improve human resource performance if it is not accompanied by individual capabilities and readiness to adapt to technological developments. Dependence on digital technology is increasing rapidly, and consideration needs to be given to how individuals use digital technology, how they interact online, and the skills they possess to carry out tasks related to digitalization. (Reddy et al., 2023) Digital literacy is a crucial competency for human resources in the public sector to adapt and

innovate in implementing digital services. Digital literacy focuses on the ability to access and express information through digital devices. (Pelin Yildiz & Yıldız, 2020).

According to (Nikou et al., 2022), digital literacy has a direct impact on the perception of ease of use of technology. In the context of public services, human resources with high digital literacy skills tend to be more productive because they are able to utilize digital devices, thereby increasing work efficiency and effectiveness. According to (Chong & Zainal, 2024), human resource performance can be improved with good digital literacy skills. However, studies (Putra & Syahrul, 2023) said that ASN who in carrying out their duties prioritize technical instructions or standard operating procedures in serving the public, causes digital literacy to have no significant impact on human resource performance.

Moreover, achieving and maintaining high levels of human resource performance is not easy because low employee engagement can worsen the Company's performance. (Riyanto et al., 2021). This work engagement encourages individuals to be more proactive and innovative in their work because they have high energy and a sense of dedication. Human resources with high dedication are very enthusiastic and proud of their work, who see their work as a challenge and motivation to do the best for the job and the organization so that this will improve their performance. (Maisyuri & Ariyanto, 2021) However, this is not in line with research. (Setyawati et al., 2023), which states that dedication does not have a significant influence on human resource performance. Likewise, research (Witasari & Gustomo, 2020) who found that the vigor, dedication, and absorption possessed by human resources did not impact their performance.

Apart from the existence of This research gap also occurs at the Semarang State Assets and Auction Service Office (KPKNL), a State Asset Management service unit under the Ministry of Finance. Based on the KPKNL Semarang Human Resource Performance Score for 2021-2024, there has been fluctuation in the human resource performance score, requiring optimization to approach the optimal performance score of 120. The following data shows the KPKNL Semarang human resource performance score for the period 2021 to 2024.

2. Research Methods

The purpose of this study is to provide an explanation. According to Sugiyono (2019), explanatory research is a research technique that seeks to explain the location of the variables studied and the interactions between them. Since the purpose of this study is to verify the hypothesis, it is reasonable to assume that the results will shed light on the nature of the relationship between the hypothesized independent factors and their dependent variables. Structural equation modeling (SEM) is used to evaluate the hypothesis for the purpose of the study. Structural Equation Modeling (SEM) is a component-based and variance-based equation model, as stated by Ghazali (2018). The main application of the Covariance-Based Structural Equation Model is hypothesis testing and causality analysis. The study used a survey/census method in the form of a questionnaire as a data collection tool. Thus, this study aims to explain the relationship between the independent or independent

variables (X), namely dedication and digital literacy, and the dependent or bound variable (Y), namely employee performance, through the intervening variable (Z), namely innovative work behavior.

3. Results and Discussion

3.1. Influence *Dedication to Innovative Work Behavior*

According to the findings, there is a significant influence between dedication and innovative work behavior. This condition indicates that human resources with high dedication can encourage innovative behavior in carrying out their duties and responsibilities. Therefore, the dedication of human resources at KPKNL Semarang, KPKNL Pekalongan, and KPKNL Surakarta can fuel the emergence of innovation in dealing with the dynamics of work within the organization.

These results are reinforced by research (Rajak & Soleman, 2022) which states that human resource work involvement is characterized by enthusiasm, dedication, and absorption in the organization, which is able to encourage them to innovate in carrying out their duties because they are able to make extra efforts to display, promote, and implement new ideas in their work, group, or work organization. Highly dedicated human resources view their work as a challenge and motivate them to give their best effort, thus encouraging the emergence of new ideas that become real improvements. This is reflected in one respondent's opinion, "I try to contribute by sharing knowledge, experience, ideas, and opinions that can be used as solutions in completing work, as a form of dedication." With a perspective of enthusiasm and challenges, human resources not only see obstacles as problems, but also actively find creative solutions.

Dedication as intrinsic motivation in the form of a drive from within a person to be more creative and innovative. One respondent said, "I as an individual try to make a positive contribution with full responsibility because this job has an important meaning for me. In every condition, I maintain the quality of work, contribute to the team, and take responsibility for the results achieved." As the Self-Determinant Theory, it is believed that every worker has three fundamental psychological needs: competence, autonomy, and relatedness. If these needs are met, this will result in increased autonomous motivation. The existence of a connection that creates a sense of meaning and pride in human resources with their work, autonomy and competence are fulfilled so that a sense of empowerment arises against challenges, this touches the motivational aspect of human resources to be enthusiastically involved and give their best in every work condition.

Human resources who are fully engaged in their work become active contributors to the continuous learning process and creativity in the organization. Research conducted by (Nishat & Haque, 2025) also shows that dedication has a positive relationship with innovative performance behavior, where HR with high dedication is more likely to demonstrate creative behavior in their work roles. Therefore, it is hoped that there will be a practice of human

resource management strategies that are centered on the involvement of human resources by creating a conducive environment for sharing knowledge and creative ideas in dealing with organizational dynamics.

3.1.1. Influence *Digital Literacy* to *Innovative Work Behavior*

Research results show that human resources with high digital literacy tend to be creative and innovative in their work. These human resources are able to integrate existing technology to create new ways of working that are faster, more effective, and more adaptive to technological developments. Digital literacy has a positive and significant effect on innovative work behavior, thus increasing the level of digital literacy. *digital literacy* be the cause of the presence or absence of innovative behavior of human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan.

(Putra & Syahrul, 2023) revealed that increased digital literacy will be followed by increased innovative work behavior. Digitally literate human resources will use technology to generate new ideas. This is reinforced by research.(Pilav-Velić et al., 2021)which shows Individuals with high scores on digital literacy demonstrate a more positive attitude toward digital innovation. One respondent demonstrated innovation using digital tools, as illustrated: "In 2019, when I was transferred to my old office, I initiated the use of Google Drive and Google Forms together to administer all work so that all employees in one section could access the information anywhere and anytime from their respective devices." This demonstrates that human resources tend to leverage technology, digital skills, and opportunities to find, generate, and implement new ideas that benefit the organization.

The results of this finding are also strengthened by studies(Yuniarto & Yudha, 2021) which states that digital skills are necessary to influence creative work behavior in today's digital era. Effective digital skills can help organizations stay relevant to rapidly changing digital dynamics by enhancing innovative work practices. They strive to complete work more quickly and effectively, leveraging their ability to operate technology. One respondent stated, "I have created several tools that can speed up work completion; these tools are made using information technology."

Digitally savvy human resources are more likely to be encouraged to try new things, identify emerging opportunities, and come up with inventive solutions to problems by using digital means to innovate in their work.(Metris & Priambodo, 2023). One respondent said, "I turn simple ideas into concrete actions by organizing more systematic work steps and utilizing digital tools, so that work becomes faster, more efficient, and minimizes errors, and has a positive impact on team performance." Therefore, human resource management is encouraged to create an environment that can introduce human resources to digital tools and be able to apply them in practice. Organizations are expected to develop a work climate that supports human resources to translate their innovations using digital tools.

3.1.2. Influence *Dedication* on Employee Performance

Human resources with high dedication have a positive and significant impact on improving human resource performance. The results of the study indicate that the majority of human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan feel they have a sense of belonging meaning and purpose in their work, have an enthusiastic attitude, view their work as inspiring, take pride in their work, and feel challenged. The higher their level of dedication, the higher their performance, so that increased employee performance is due to the high level of dedication of human resources. Human resources with high dedication are very enthusiastic and proud of their work, who consider their work as a challenge and motivation to do their best for the work and the organization so that this will improve their performance. (Maisyuri & Ariyanto, 2021).

Organizations need dedicated human resources who can motivate them to act purposefully in promoting the interests of the organization and achieving the set targets. (Jaya & Ariyanto, 2021) One respondent stated, "As a civil servant, we have duties that must be carried out wholeheartedly and responsibly to the state and the community as stakeholders, so we are always ready to serve as best as possible." Dedicated human resources have an internal drive, are motivated, and are emotionally involved in their work, so they strive to give their best in their work. Human resources who are emotionally and cognitively involved tend to show better performance. (Fitriadi et al., 2022).

Furthermore, empirical evidence supports that increasing human resource dedication through effective communication, information sharing, participation in decision-making, transparent and accountable management, and recognition of personal achievements have been identified as influencing performance. (Muteshi et al., 2024). (Eresia-Eke et al., 2023) emphasizes that employees who are committed to their institution tend to contribute positively to the institution's performance through increased productivity. Human resources with a strong level of dedication are more resilient to stress and problems, making them more proactive in working toward organizational goals.

The findings of this study strengthen the findings (Yao et al., 2022) which reveals that when job demands match a person's work resources, increased job engagement will improve performance because appropriate job engagement is critical to job performance. This study adds to the existing body of knowledge in organizational psychology by outlining the benefits of cultivating a sense of meaning and enthusiasm in the workplace. It explores the impact of dedication on performance and demonstrates how intrinsic motivation can enhance productivity. Therefore, organizations need to maintain the loyalty, mental strength, and enthusiasm of their employees by creating an environment conducive to fostering a sense of engagement.

3.2. Influence *Digital Literacy* on Employee Performance

Based on research results, digital literacy and workplace performance have a significant relationship. Human resource performance is greatly influenced by the digital skills, digital culture, digital ethics, and digital security of human resources in an organization. *digital literacy* be the cause of the increase or decrease in employee performance in human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan. Technical and cognitive abilities in using technology by mastering, utilizing, understanding, evaluating, and communicating information from digital devices efficiently and critically drive human resource productivity.

Based on the survey results, human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan Mastering digital technology and skills in the effective use of digital devices such as laptops, desktop computers, smartphones, and public service applications, this affects the performance of each individual. One respondent said, "Technology is very useful for improving performance, especially when conveying information in conditions of limited space and time." They have a positive perspective on technology, which is clear evidence that human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan are able to utilize, understand, evaluate, and communicate information from digital devices to complete their work.

Human resources with a high level of digital literacy increase productivity and quality, which in turn helps organizations achieve their goals. Digital literacy, which is inseparable from digital ethics, encourages human resources to utilize technology to achieve organizational goals. As one respondent put it, "as long as it is used for positive activities and in accordance with applicable regulations/provisions, the use of technology will greatly help improve performance." This positive influence is as research conducted by (Khalid et al., 2019) with the title digital literacy and its relationship with human resource performance in the Industrial Revolution 4.0 era, with research results showing that in an organizational context, digital literacy has a strong relationship with human resource performance.

Digital literacy supports continuous improvement and enhances collaboration in today's dynamic work systems, such as the emergence of the terms Work From Home (WFH) and Work From Anywhere (WFA), which demand collaboration across time and place. (Graves & Karabayeva, 2020) Virtual work provides human resources with work flexibility, increased time availability due to the absence of travel, and more importantly, access to better talent worldwide, which can improve the average individual performance. Digital iteration is also very necessary to overcome the problem of the ever-increasing information explosion in digital sources. (Naufal, 2021).

Government agencies that provide services to the public are encouraged to continue utilizing technology to support service performance. One respondent stated, "In completing work tasks, we utilize social media such as the WhatsApp group platform with members from various work units to disseminate information and discuss current problems, so that

any obstacles can be resolved." Digital literacy does not only involve the ability to use software or operate digital devices, but also includes a variety of complex cognitive, motor, sociological, and emotional skills that users need to function effectively in a digital environment that can improve employee performance in the organization.(Nikou et al., 2022)Therefore, human resources with a high level of digital literacy will utilize technology to address the dynamics of work systems and adapt to change while maintaining the quality of work and services.

3.2.1. Influence *Innovative Work Behavior* on Employee Performance

According to the research results, innovative work behavior and performance significantly influence each other. This indicates that the positive impact on agency performance is a direct result of innovative and creative workers at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan. The creativity of human resources in completing work and the constraints faced likely influence their performance. In workplaces with repetitive tasks, strictly hierarchical organizations, and high productivity pressures, human resource innovation can work wonders for agility, productivity, and resilience. (Chowdhury, 2025).

Innovative work behaviors help them understand and find solutions to challenges that arise in the workplace. One respondent expressed his experience in problem-solving by saying, "Generating creative ideas that can help us simplify services to stakeholders, with clear objectives and simple concepts that are easy to apply and have a positive impact on services to the community or stakeholders." This sentiment was reinforced.research conducted by(Adam & Amiruddin, 2023)In the public sector, there is an increase in innovative performance behavior with the innovations created, employees can provide services to the public more quickly, precisely, and at a lower cost, so that employee performance increases.

Study (van Zyl et al., 2021) Finding innovative work behavior is important to translate the energy of human resource engagement into performance, so that human resource performance increases. (Ponggohong et al., 2025) also stated that innovative work behavior has a direct, positive and significant impact on human resource performance. Innovative human resources improve the quality of solutions and often simplify work processes to make them more effective and efficient, ultimately resulting in improved performance.

3.2.2. The Effect of Dedication on Employee Performance Mediated by Innovative Work Behavior

According to this study, the correlation between dedication and performance may be mediated by innovative work behavior. Innovative behavior in the workplace mediates the relationship between employee engagement and productivity. Thus, dedication influences performance in two ways: directly and indirectly. Employees who are enthusiastically engaged in their work are more likely to give their all, generating new ideas throughout the process, which in turn impacts their performance.

Volunteering makes workers more enthusiastic and resilient in the face of obstacles, which in turn increases their efforts to provide the best solutions. Employees who enjoy their work tend to work harder and go above and beyond when given challenging tasks, positively impacting employee productivity. When employees are eager to help each other, coordination improves, work gets done faster, and obstacles are eliminated. Thus, dedication has the potential to improve performance both individually and in a team context.

Work, which is inextricably linked to change, requires individuals to continually adapt and innovate to complete their tasks. Although public service institutions are constrained by laws and regulations, systemic and technological changes that impact the organization will continue to be encountered. Human resources with a strong determination to give their best will continue to learn and seek more effective work methods, manifested through new ideas and innovation as catalysts for their performance in facing these developments. When human resources are in an atmosphere that supports intrinsic motivation to engage, they are more likely to come up with new ways to get their work done well.

Study (Chongvisal, 2020) found that passionate and dedicated workers who are highly engaged in their work encourage innovative work behavior, so organizations must develop and increase work engagement by encouraging work appreciation, positive attitudes towards work, energy, determination, enthusiasm, and work inspiration. This encouragement of innovative work behavior ultimately has an impact on improving human resource performance, due to the emergence of new ideas and ways to produce better results. Thus, the level of dedication of human resources has a positive effect on improving their performance through innovative work behavior with an organizational environment that supports the emergence of the development and implementation of new ideas.

3.2.3. The Influence of Digital Literacy on Employee Performance Mediated by Innovative Work Behavior

The results indicate that digital literacy and performance are not mediated by innovative work behavior. Human resource innovative work behavior is unable to mediate the relationship between digital skills and workplace productivity. These results are inconsistent with research. (Pilav-Velić et al., 2021) And (Putra & Syahrul, 2023) which shows that innovative work behavior is a good mediation to see the performance of human resources with the level of digital literacy of human resources.

Government agencies are organizations undergoing a digital transformation process, moving from conventional and manual-based services to electronic-based services. This situation has placed organizations in the technological adaptation phase, resulting in the digital capabilities of human resources being more focused on directly improving performance rather than creating innovation. Some experts state that digital literacy can improve performance, especially in organizations undergoing digital transformation. As human

resources become accustomed to digital systems, digital capabilities are no longer a differentiating factor in improving performance. (Putri et al., 2026).

Digital tools and public service applications within the Ministry of Finance are designed to improve service performance effectiveness with clear technical guidelines. This allows for greater human resource digital literacy to utilize, understand, evaluate, and communicate information from these tools, directly impacting employee performance. Thus, the relationship between digital literacy and employee performance is direct, without requiring prior work innovation.

Furthermore, bureaucratic institutions governed by regulations tend to be standardized with SOPs and routine tasks, so digital literacy is utilized more to support the effectiveness of administrative tasks according to SOPs, data management, the use of government applications, and the acceleration of bureaucratic services, rather than to create new ideas. This perspective is reflected in the answers of several respondents regarding their views on the benefits of technology. One respondent stated, "It helps speed up work, although it must first be verified for accuracy," "It simplifies and speeds up work, thereby improving performance." Another respondent also stated, "In my observation, the use of digital technology is very helpful in improving performance, especially in accelerating work completion, facilitating information access, and increasing data accuracy. In addition, technology also supports more effective team communication and collaboration, so that work can be completed more efficiently and on time."

Long regulations and bureaucratic hierarchies in the public sector can also limit human resources' ability to generate new ideas in the workplace. One respondent stated, "Creative concepts can indeed address problems, but creative concepts/ideas must align with the policies and rules in place within the organization." Therefore, public organizations are expected to build systems and organizational cultures that support the implementation of new ideas, given that innovative work behavior also has a significant positive impact on improving human resource performance.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained:

1. Dedication influential positive and significant towards innovative work behavior, then the higher dedication can have an influence on increasing innovative work behavior human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan.
2. Digital literacy has a significant and positive influence on innovative work behavior. Human Resources KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan can increase innovative work behavior if they have high digital literacy.
3. Employee performance positively and significantly influenced by dedication. Human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan can benefit from increasing their dedication, as proper work engagement is crucial for their performance.
4. Employee performance is positively and significantly influenced by digital literacy. Improving the digital literacy of human

resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan will be followed by improved performance. 5. Employee performance is positively and significantly influenced by innovative work behavior. When human resources at KPKNL Semarang, KPKNL Surakarta, and KPKNL Pekalongan exhibit innovative work behavior, it will be visible in their work. 6. Dedication influential to employee performance mediated by innovative work behavior. 7. Digital literacy influence on employee performance is not mediated by innovative work behavior.

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