

Improving Human Resource Performance Based on Achievement Motivation and Digital Transformation in The Mediation of Digital Ability in The Local Government of Lamandau District

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Abstract. *This study aims to analyze improvements in human resource (HR) performance within the Lamandau Regency Government through an approach based on achievement motivation and digital transformation, with digital competence serving as a mediating factor. In an era of rapid technological advancement, the readiness of human resources to adapt to digital changes and the presence of internal motivation are key to enhancing work effectiveness, particularly in the government sector, which is required to provide excellent service to the public. This study employs a quantitative approach, focusing on the analysis of numerical data processed using statistical methods. In this study, the population under investigation consists of human resources, specifically civil servants (ASN) within the Lamandau Regency Government, with a sample size of 120 respondents. The type and source of data used in this study are primary data obtained directly from the original source through the distribution of questionnaires.*

Keywords: *Achievement Motivation; Digital Transformation; Digital Competence; and Human Resource Performance.*

1. Introduction

Digital transformation has become a fundamental need for organizations, including local governments. Digital transformation in the era of globalization and the industrial revolution 4.0, is not only about technology adoption, but also related to changes in culture, processes, and human resources (HR). The Lamandau Regency Government, like many other regions, faces challenges in improving HR performance in order to adapt to these changes. Achievement motivation and digital capabilities are key factors in facing these challenges. HR performance in the public sector, including in the Lamandau Regency Government, is often faced with problems such as low productivity, lack of innovation, and resistance to change. According to research conducted by Mangkunegara (2017), Improving Performance and

skills through digital capabilities and the use of digital transformation driven by high motivation to progress.

Achievement motivation can serve as a key driver for human resources to continuously learn and adapt to change. According to McClelland's (1961) theory, individuals with high achievement motivation tend to seek challenges, set realistic goals, and strive for optimal results. In the context of digital transformation, this motivation can encourage civil servants to master new technologies and apply them in their daily tasks.

Digital transformation requires a shift in mindset and work culture. According to research by Davenport and Ronanki (2018), the success of digital transformation is greatly influenced by the level of human resource readiness to face change. Digital capabilities serve as a mediator between achievement motivation and improved performance. Without adequate digital capabilities, achievement motivation may not translate into improved performance.

Digital transformation has transformed operational methods across various sectors, including government. According to data from the Central Statistics Agency (BPS) in the 2023 Information and Communication Technology Development Index for Central Kalimantan Province, the ICT-IP score of 5.92 remains a significant gap in the implementation of digital transformation, including in Lamandau Regency. Adopting digital technology requires adequate digital competency and skills from human resources to effectively utilize technology.

According to Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems (SPBE), digital transformation is one of the government's top priorities. However, without leveraging digital capabilities, the use of Information Technology (IT) is not always consistent with increasing automation of national services (ASN) (Venkatesh et al., 2003; Purwanto et al., 2020).

Lamandau Regency Government has currently utilized Information Technology in various sectors such as Personnel, Correspondence, Planning, Finance, Assets and Public Services such as Population, Licensing, Health and Education, the public sector is one of the many industries that have transformed to digital and have changed the way of working. Information technology (IT) in government can improve transparent, efficient and available services to the public (Bharadwaj, 2000; Heeks, 2003).

Digital skills encompass not only technical skills but also an understanding of how to use technology to improve work efficiency and effectiveness. Research by Puspitasari and Miyazaki (2020) found that strong digital skills can significantly improve individual and organizational performance. However, without strong motivation, these digital skills may not be utilized optimally.

Although digital human resource capabilities are driven by the digital age, their impact on the work practices of State Civil Apparatus (ASN) remains a topic that requires further

research. According to Mangkunegara (2016), one of the most important indicators for determining the effectiveness of government services to the public is ASN performance. In this regard, information technology is believed to help human resources work more quickly, accurately, and efficiently.

Civil servant digital capabilities serve as a significant factor influencing the success of information technology implementation in a governmental context. In this study, civil servant digital capabilities will be considered a moderating variable, a variable that can strengthen or weaken the relationship between information technology and civil servant performance. This is a key factor in our research. If civil servants possess strong digital capabilities, the implementation of information technology is likely to significantly improve their performance. Conversely, if civil servant digital capabilities are limited, even with the availability of information technology, their performance may not reach its maximum level (Sari and Haryanto, 2020).

Previous research conducted by Yohanes Adven Sarbani Philipus and Suryo Subandoro (2023) showed that achievement motivation has a positive and significant effect on employee performance, similar to the findings of research conducted by Martinus Ie, Walter Obon, Yustina Olivia Da Silva Meski (2023). The relationship between motivation and the emergence of an employee's performance towards the work they receive is in accordance with what was stated by Hadi and Ramdanyah (2021), from several previous studies only a few studies that integrate these three variables simultaneously, especially in local governments. This research is expected to contribute new insights into the existing literature on human resource management and digital transformation.

The purpose of this study is to address the knowledge gap regarding how achievement motivation and digital transformation lead to improved human resource performance, with digital capabilities as an intermediary variable. This research is also expected to generate useful recommendations for the Lamandau Regency government in designing more efficient human resource development programs.

For the reasons above, this study is considered substantively relevant and very important to conduct. In addition, this research can also provide valuable insights for academics and practitioners in the field of human resource management and digital transformation. Therefore, it is motivated to conduct a study entitled "Improving Human Resource Performance Based on Achievement Motivation and Digital Transformation in the Mediation of Digital Capabilities in the Lamandau Regency Regional Government."

2. Research Methods

The research method applied is quantitative research. Furthermore, the type of research used is explanatory research, which is carried out to obtain the relationship between the independent variable and the dependent variable by adding mediating or intervening variables. The results of this study are presented using data and statistics. (Sugiyono, 2019)

states that quantitative research methodology is a scientific method for collecting valid data with the aim of discovering, proving, and developing knowledge that can be used to understand, solve, and anticipate problems in a particular field. In addition, this positivism-based quantitative research is used to study a specific population or sample through the use of research instruments. The data analysis is quantitative and statistical in nature with the aim of creating hypotheses. This quantitative approach is applied to measure the influence of the variables Achievement Motivation, Digital Transformation, Digital Ability, and HR Performance.

3. Results and Discussion

3.1. The Influence of Achievement Motivation on Digital Ability

Based on the analysis of the relationship between Achievement Motivation and Digital Ability, it is statistically significant. In analyzing the relationship between the variables of Achievement Motivation and Digital Ability, it is important to pay attention to the correlation between the indicators of each variable. In other words, highly motivated people are typically curious, enjoy learning new things, and are persistent. When new technology or digital systems appear in the workplace, they tend to learn more quickly, driven by a desire to remain competent and achieve. They don't want to be left behind or become a burden on the team. Therefore, they automatically strive to hone their digital skills more diligently.

Results This research supports previous research which found that achievement motivation has a positive effect on employee performance, where digital skills are one of the factors that strengthen this relationship (Suharta Jaya (2023)

3.1.1. The Influence of Achievement Motivation on Human Resource Performance

Based on the analysis of the relationship between achievement motivation and human resource performance, it has a statistically significant effect. In other words, achievement motivation is part of how well an employee performs their duties. When employees have achievement motivation, they want to work hard and complete each task to the best of their ability. They want to achieve their goals and ensure they have done their best.

Employees who possess an intrinsic drive to achieve results are motivated by their own achievement. They desire to feel satisfied with their work and meet the expectations of the organization they work for. This drive to achieve is what drives employees to continuously improve their performance.

The two variables between Achievement Motivation and HR Performance have a close relationship where Achievement Motivation is a desire or drive in an individual to do everything as well as possible with the aim of being able to succeed in competition with high standards and obtain inner satisfaction (Mc. Clelland, in Suwarsini, 2001) and HR performance is Work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to

achieve organizational goals legally, without violating the law, and in accordance with norms and ethics. (Sedarmayanti, 2017). And if seen from the indicators, each variable has an average value greater than 4, this indicates that the relationship between achievement motivation and HR performance has a positive and significant influence. This means that the higher the employee motivation, the more their performance will increase.

The results of this study support the results of previous studies which showed that achievement motivation has a significant effect on HR performance (Azizah Intan Maharani Pramana et al., 2024). And (Jujuk Juhroliyah (2017) in his research found that achievement motivation has a significant influence on HR performance.

3.1.2. Influence Digital Transformation Digital Capabilities

Based on the results of the analysis, it can be seen that Digital Transformation has a positive and significant impact on Digital Capabilities. This means that in this digital era, every agency or organization continues to improve towards Digital Transformation to carry out public services good and efficient, therefore every employee is required to better understand various tools, software and hardware, even required to understand the process and also provide opportunities for all employees to innovate and adopt technology. Therefore Digital Transformation significantly affects an employee's level of digital competence. In other words, Digital Transformation encourages employees to learn (improve digital skills), and improving digital skills ensures that the technology in the organization is truly used and appropriate, especially for providing public services, or it can be interpreted that the faster an organization undergoes digital transformation, the more trained and competent the employees will be in digital matters.

Results This research supports the results of previous research which shows that digital transformation is able to encourage an increase in the digital competence of business actors, even though there are still challenges such as limited infrastructure (Irna Sulistiarini et al., 2025) In line with research (Aulya Essy Ritonga et al., 2023) which states that digital transformation is significant influence on human resource development.

3.2. The Impact of Digital Transformation on HR Performance

Based on the analysis results, it shows that Digital Transformation has a positive and significant impact on HR Performance. In other words, Digital Transformation can increase the efficiency of work processes and also open up opportunities for innovation and new ways of working for employees and can increase transparency and accountability. Digital Transformation also functions as a catalyst in increasing operational efficiency and work productivity and increasing the speed of employee information access for reporting purposes. Systematic research on digital transformation in HR finds that technology integration can increase efficiency, transparency, and work productivity. With a digital system, employees feel their work is clearer and performance appraisals are fairer., in other

words When organizations adopt digital systems, service processes become faster, more accurate, and cheaper, even free.

The results of this study are supported by research by Syarifah Dina et al. (2025) which states that Digital Transformation has also been proven to have a positive and significant influence on Employee Performance.

3.2.1. The Influence of Digital Capabilities on HR Performance

Based on the results of the analysis, Digital Ability has a positive but insignificant effect on HR Performance. The results of the analysis show that the relationship between Digital Ability (Y1) and Human Resource Performance (Y2) is 0.168, with a T-statistic of 1.606 and a P-value of 0.108. The results are not significant enough, because the T-statistic is less than 1.96, and the P-value is more than 0.05. The results show that digital ability does not have a significant direct effect on improving HR performance. Although the relationship is positive, the value is very low and not enough to influence the level of HR performance as expected.

The previous assumption that having technical skills will immediately improve performance in the digital era, what is interesting from the findings of this study theoretically or the results of the analysis show the opposite results, this could happen because the digital skills possessed are not appropriate or relevant to the daily tasks of employees because it is possible that those who have digital skills, but do not fully play a role in their work (for example: Employees are skilled in graphic design but their duties are administrative)

The results show that the level of performance is more likely to be influenced by other factors or variables that are not included in this study. The results show that digital capabilities are not the main factor that can influence the level of HR performance. The results also show that there is a gap between actual capabilities and the utilization of these capabilities.

The results of this study are in line with the research of Sabila, Afrina, & Tania (2025) which states that digital capital sometimes has a limited role in directly improving performance if it is not mediated by innovative work behavior.

3.2.2. The Influence of Achievement Motivation on Human Resource Performance Mediated by Digital Capabilities

The results of the study indicate that achievement motivation (X1) has an indirect effect on HR performance (Y2) through digital capabilities (Y1) with a coefficient value of 0.089. The t-statistic value of 1.511 and the p-value of 0.131 indicate that the effect is not significant. This finding indicates that although achievement motivation tends to increase digital capabilities, this increase is not strong enough to significantly boost HR performance. In other words, digital capabilities have not played an optimal role as a variable. Mediation in this relationship.

Achievement motivation is an internal factor that drives individuals to achieve higher performance standards. However, in the context of digital-based work transformation, technical skills and adaptation to technology become key factors determining performance effectiveness. These results indicate a gap between motivational drive and the digital capacity of human resources. This can occur due to limited training, lack of organizational support, or low digital literacy, which prevents motivation from directly translating into technology-based performance improvements. Mc Clelland (1961) stated that individuals with high achievement motivation tend to seek challenges and increase competence.

3.2.3. Influence Digital Transformation on HR Performance Mediated by Digital Capabilities

The results of the study indicate that digital transformation (X2) has an indirect effect on HR performance (Y2) through digital capabilities (Y1) with a coefficient value of 0.052. The t-statistic value of 1.466 and the p-value of 0.143 indicate that the effect is not significant at the 5 percent significance level. This finding indicates that the implementation of digital transformation has not been able to optimally improve HR performance through increasing digital capabilities. In other words, digital capabilities have not functioned effectively as a mediating variable in the relationship between digital transformation and HR performance.

Conceptually, digital transformation encompasses changes in systems, processes, and work culture that utilize digital technology to improve organizational efficiency and performance. Rogers (1995) explains how digital transformation drives the adoption of new technologies, ultimately impacting HR performance.

However, this study's findings suggest that these changes do not automatically improve individual performance unless accompanied by adequate digital capability development. This gap may arise because organizations focus more on technology adoption than on developing human resource competencies. Consequently, employees are unable to utilize technology to its full potential to support their performance.

4. Conclusion

This research was conducted to find out Improving HR Performance through Achievement Motivation and digital transformation and Digital Capabilities as Mediation The study was conducted by distributing questionnaires to 120 employees in the Lamandau Regency Government. Based on the results of the analysis that has been carried out, the following conclusions were obtained: 1. Achievement Motivation has a positive and significant effect on digital skills. Therefore, it can be concluded that the higher the motivation, the better the employee's digital skills. Highly motivated individuals are typically curious, enjoy learning new things, and are persistent. When new technology or digital systems are introduced into the workplace, they tend to learn more quickly, driven by the desire to remain competent. 2. Achievement Motivation has a positive and significant effect on HR performance. So it can be concluded that the higher the employee motivation, the better their performance.

Employee who have the motivation to achieve from within themselves to achieve results and feel satisfied with what they do, which ultimately makes employees want to continue to improve their performance. 3. Digital Transformation has a positive and significant effect on Digital Skills. So it can be concluded that the better Digital Transformation in an organization, it will increase digital capabilities. Employees Digital Transformation encourages employees to learn (improve digital skills), and improving digital skills ensures that existing technology in the organization is truly used and appropriate, especially for providing public services. In other words, the faster an organization undergoes digital transformation, the more trained and competent its employees will be in digital matters. 4. Digital Transformation has a positive and significant effect on HR performance. So it can be concluded that the better Digital Transformation (Software, Hardware, No Technical Interference, and Also Clear Structure and Technology Adoption Support) then it will improve HR performance in other words Digital Transformation can increase the efficiency of work processes and also open up opportunities for innovation and new ways of working for employees, as well as increasing transparency and accountability. 5. Digital capabilities have a positive but insignificant effect on HR performance. So it can be concluded that the better an employee's ability to read, the better the employee's performance. This can happen because the digital skills possessed by employees are not appropriate or not relevant to the employee's daily tasks because it is possible that they have digital skills, but do not fully play a role in their work (for example: an employee is skilled in graphic design but his duties are administrative). 6. Achievement Motivation has a positive but insignificant effect on HR Performance mediated by Digital Capabilities. This means that the better the Achievement Motivation, the better the Digital Skills, but this is not yet strong enough to significantly boost HR performance. In other words, digital skills have not yet optimally played a role as a mediating variable in the relationship between Achievement Motivation and HR Performance. 7. Digital transformation has a positive but insignificant effect on HR performance, mediated by digital capabilities. In other words, better digital transformation will improve digital capabilities, but it cannot improve HR performance. This indicates that the implementation of digital transformation has not been able to optimally improve HR performance through increased digital capabilities. In other words, digital capabilities have not functioned effectively as a mediating variable in the relationship between digital transformation and HR performance.

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