

The Influence of Digital Capability and Human Capital on the Performance of Village Administrations through Innovative Work Behaviour in Sungai Penuh City

Hendra^{1*}, Efrianto², Indra Budaya³

^{1,2,3}Department of Management, Sekolah Tinggi Ilmu Ekonomi Sakti Alam Kerinci

*Corresponding author: hendra.balsa26@gmail.com

Abstract

This study examines the influence of Digital Capability and Human Capital on the Performance of Village Administrations through Innovative Work Behaviour (IWB) in Sungai Penuh City, Indonesia. The study employed a quantitative explanatory design with a cross-sectional approach and involved 100 village administration officials as respondents. Data were analysed using Structural Equation Modeling (SEM) with AMOS to evaluate both direct and indirect relationships among the constructs. The results demonstrate that the proposed structural model achieves a satisfactory goodness of fit, with CMIN/DF = 1.62, GFI = 0.93, AGFI = 0.90, CFI = 0.97, TLI = 0.96, and RMSEA = 0.054. Digital Capability and Human Capital have significant positive effects on Innovative Work Behaviour and directly contribute to Performance. Innovative Work Behaviour also has a significant positive effect on Performance. Furthermore, Innovative Work Behaviour mediates the effects of Digital Capability and Human Capital on Performance, with indirect effects of 0.202 and 0.168, respectively. These findings highlight that digital capability and human capital are complementary strategic resources whose performance effects are strengthened through innovative behaviour. The study implies that improving village administration performance requires integrated efforts to enhance digital competencies, develop employee knowledge and skills, and establish an organisational environment that encourages innovation. Such integration can support more adaptive, efficient, responsive, and high-quality village public services in the digital era.

Keywords: Digital Capability; Human Capital; Innovative Work Behaviour; Village Administration Performance; Digital Transformation.

INTRODUCTION

Digital transformation has fundamentally reshaped public administration by changing how governments manage information, deliver services, and interact with citizens. Digitalisation is no longer limited to technological adoption but involves organisational capabilities, human resources, and innovative practices that determine performance (Zhai et al., 2022). In the public sector, successful digital transformation particularly depends on employees' ability and willingness to adopt new technologies (Ahn & Chen, 2022). Consequently, strengthening human resources has become essential for public organisations seeking to improve efficiency, responsiveness, and service quality through digital transformation.

This transformation is increasingly relevant to village administrations, including those in Sungai Penuh City, Indonesia. Village administrations perform strategic functions related to administrative services, community development, financial management, and public information. Increasing digitalisation requires village officials to possess competencies that enable them to operate effectively within technology-based working environments (Setyorini et al., 2025). Evidence indicates that digital competence can enhance employee performance and improve digital public services (Dewi et al., 2025; Nawawi et al., 2026). Therefore, digital capability has become an important resource for village administrations seeking to improve organisational performance.

Digital capability represents employees' ability to understand, utilise, integrate, and adapt digital technologies to accomplish organisational tasks. Employees with stronger digital capabilities are generally better positioned to access information, utilise digital platforms, solve technology-related problems, and develop more efficient working methods. Moreover, digital competence can stimulate innovative behaviour by increasing employees' ability to explore and implement technology-based solutions (Huu, 2023; Mendes et al., 2023). Recent public-sector studies similarly demonstrate that digital competence contributes to innovative work practices and employee adaptability (Pradhana & Sudjadi, 2026; Nilawati et al., 2026; Mataram et al., 2026).

Alongside digital capability, human capital constitutes another critical determinant of organisational effectiveness. Human capital encompasses employees' knowledge, skills, experience, competencies, and intellectual capacities that create organisational value. Strong human capital supports employees' ability to identify problems, develop solutions, and contribute to innovation (Liu et al., 2023). Empirical evidence also indicates that human capital contributes to innovative behaviour and organisational performance (Chang et al., 2021; Isa & Muafi, 2022; Pangidoan & Nawangsari, 2022). Furthermore, the performance

benefits of human capital may occur through employees' innovation capabilities (Sutanto et al., 2023; Pulatama & Ariadi, 2026).

However, possessing digital capability and human capital does not automatically generate superior performance. These resources must be translated into productive workplace behaviour. Innovative work behaviour (IWB) provides such a mechanism by involving the generation, promotion, and implementation of new ideas to improve organisational processes. Previous studies demonstrate that human capital and knowledge-related resources encourage innovative behaviour (Dhaneswara & Pusparini, 2023), while intellectual capital and innovative work behaviour contribute to improved performance (Ausat et al., 2022). Innovation has also been identified as an important mechanism connecting human resource capabilities with organisational performance (Nguyen & Dao, 2023). Recent evidence further confirms the mediating role of innovative work behaviour in translating human capital into employee performance (Octavianto et al., 2026).

Despite these findings, studies integrating digital capability, human capital, innovative work behaviour, and performance within a single structural model remain limited, particularly in village-level public administration. Previous research has largely examined these relationships separately or within private-sector and broader governmental contexts. Therefore, this study examines the influence of digital capability and human capital on the performance of village administrations through innovative work behaviour in Sungai Penuh City.

THEORETICAL REVIEW

Digital Capability

Digital capability refers to an individual's ability to understand, adopt, utilise, and integrate digital technologies effectively into work activities. It extends beyond basic technical skills and includes the capacity to access digital information, operate digital platforms, solve technology-related problems, communicate digitally, and adapt to technological change. In contemporary organisations, digital capability has become an important employee resource because digital transformation increasingly requires individuals to combine technological knowledge with task-related competencies. Huu (2023) emphasised that digital competence facilitates employees' ability to respond to changing work environments and encourages innovative behaviour. Similarly, Mendes et al. (2023) found that employees' digital competence contributes to innovative work behaviour. In the public sector, digital capability is particularly relevant because employees increasingly rely on digital systems for administration and service delivery. Strong digital competence can

improve employee performance and the effectiveness of digital public services (Dewi et al., 2025; Nawawi et al., 2026).

Human Capital

Human capital represents the knowledge, skills, education, experience, competencies, and intellectual abilities embedded within individuals that generate value for organisations. Human capital theory views employees as strategic resources whose capabilities can contribute to productivity, innovation, and organisational performance. Liu et al. (2023) demonstrated that human capital plays an important role in strengthening organisational innovation, while Chang et al. (2021) showed that unique human capital can foster employees' innovative work behaviour. In village administration, human capital reflects officials' knowledge of administrative procedures, understanding of regulations, professional experience, communication skills, and problem-solving abilities. Strong human capital enables employees to recognise organisational problems and develop appropriate solutions. Previous studies have also established positive relationships among human capital, innovative behaviour, and organisational performance (Isa & Muafi, 2022; Pangidoan & Nawangsari, 2022).

Innovative Work Behaviour

Innovative work behaviour (IWB) refers to employees' intentional behaviour in generating, promoting, and implementing new ideas that improve organisational processes, products, or services. Unlike creativity, which primarily concerns idea generation, IWB incorporates the practical implementation of innovative solutions. Employees with strong digital capabilities can utilise technological resources to identify new ways of completing tasks, while employees possessing high-quality human capital can apply their knowledge and experience to develop innovative solutions (Dhaneswara & Pusparini, 2023). Evidence indicates that digital competence positively contributes to innovative work behaviour (Mendes et al., 2023; Mataram et al., 2026). Innovation can also function as a mechanism through which employee resources are transformed into improved performance (Nguyen & Dao, 2023; Sutanto et al., 2023).

Performance of Village Administrations

Performance refers to the extent to which employees accomplish their responsibilities effectively, efficiently, accurately, and consistently with organisational objectives. Within village administrations, performance encompasses work quality, productivity, timeliness, administrative accuracy, responsiveness, and public service

1178

effectiveness. Employee performance becomes particularly important because village administrations directly interact with communities and provide essential administrative services. Digital competence can enhance performance by enabling employees to complete technology-based tasks efficiently (Nawawi et al., 2026), whereas human capital provides the knowledge and competencies required for effective decision-making. Furthermore, innovative work behaviour can translate these capabilities into practical improvements in working methods and service delivery (Ausat et al., 2022; Octavianto et al., 2026). Therefore, this study conceptualises innovative work behaviour as a mediating mechanism linking digital capability and human capital to the performance of village administrations.

METHOD

Research Design

This study employed a quantitative explanatory research design to examine the relationships among digital capability, human capital, innovative work behaviour, and the performance of village administrations in Sungai Penuh City, Indonesia. The study was designed to investigate both direct and indirect relationships among the constructs, particularly the mediating role of innovative work behaviour. A cross-sectional approach was applied, in which data were collected from respondents at a single point in time. The proposed model consisted of Digital Capability (X1) and Human Capital (X2) as exogenous variables, Innovative Work Behaviour (Z) as the mediating variable, and Performance of Village Administrations (Y) as the endogenous variable.

Population and Sample

The population comprised village administration officials in Sungai Penuh City, Indonesia. Respondents were selected because they are directly involved in administrative activities, public service delivery, information management, and the implementation of digital government systems at the village level. The sample was determined by considering the requirements of Structural Equation Modeling (SEM), particularly the need for an adequate number of observations relative to the number of estimated parameters and indicators in the model, using a minimum of 100 respondents. Respondents were required to be actively serving as village administration officials and to have sufficient experience to evaluate the constructs investigated in this study.

Data Collection

Data were analysed using Structural Equation Modeling (SEM) with AMOS. SEM was selected because it enables simultaneous assessment of the measurement and structural

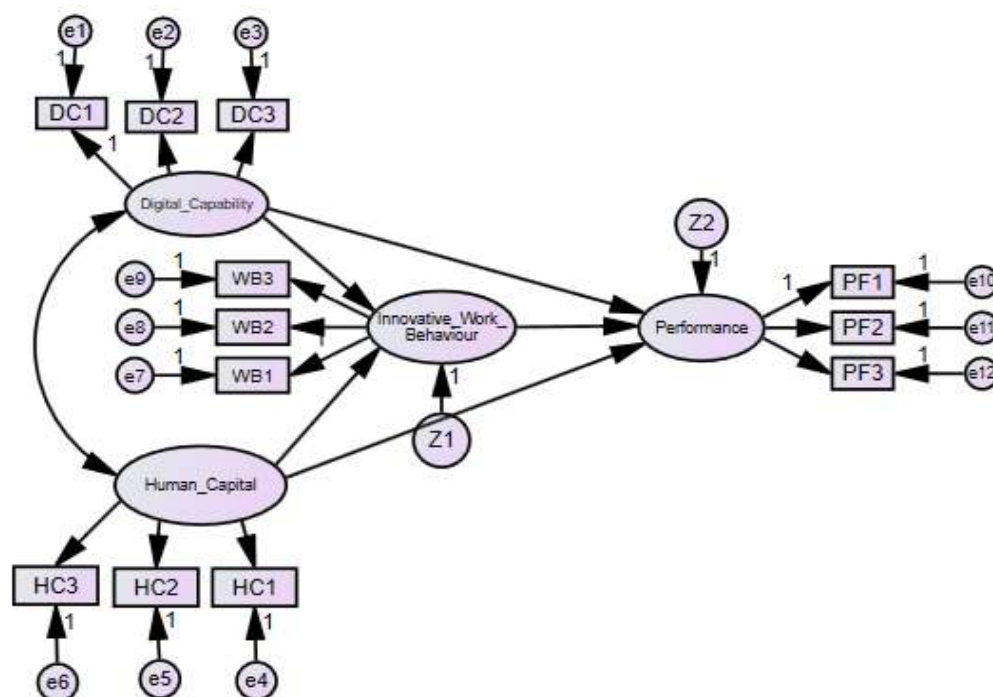
1179

models while estimating direct, indirect, and total effects among latent variables. The analysis was conducted in two major stages. First, Confirmatory Factor Analysis (CFA) was performed to evaluate the measurement model. Construct validity and reliability were assessed using factor loadings, Average Variance Extracted (AVE), Construct Reliability (CR), and discriminant validity.

Second, the structural model was examined to test the proposed hypotheses. Overall model fit was evaluated using several goodness-of-fit indices, including Chi-square (χ^2), CMIN/DF, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA). Generally, $CMIN/DF \leq 2.00-3.00$, CFI and TLI ≥ 0.90 , and RMSEA ≤ 0.08 were considered indicative of an acceptable model fit.

RESULTS

The figure illustrates the SEM-AMOS structural model examining relationships among digital capability, human capital, innovative work behaviour, and employee performance.



Picture 1. Confirmatory Factor Analysis (CFA)

Analysis of Goodness of Fit

Table 1 presents the goodness-of-fit assessment to evaluate whether the proposed SEM model adequately fits the observed empirical data overall.

Table 1: Goodness of Fit

Goodness of Fit Index	Value	Recommended Cut-off	Decision
CMIN/DF	1,62	< 2.00–3.00	Good Fit
GFI	0,93	≥ 0.90	Good Fit
AGFI	0,9	≥ 0.90	Good Fit
CFI	0,97	≥ 0.90	Good Fit
TLI	0,96	≥ 0.90	Good Fit
RMSEA	0,054	≤ 0.08	Good Fit

The results presented in Table 1 indicate that the proposed SEM model demonstrates an overall good model fit. The CMIN/DF value of 1.62 is below the recommended threshold of 2.00–3.00, indicating an acceptable discrepancy between the observed and estimated covariance matrices. The GFI value of 0.93 and AGFI value of 0.90 meet the recommended minimum criterion of 0.90, demonstrating that the model adequately represents the observed data. Furthermore, the incremental fit indices also show satisfactory results, with CFI and TLI values of 0.97 and 0.96, respectively, both exceeding the recommended cut-off of 0.90. The RMSEA value of 0.054 is below the maximum threshold of 0.08, indicating a relatively low approximation error. Overall, all goodness-of-fit indices satisfy the recommended criteria, confirming that the structural model has an acceptable fit and is appropriate for further analysis of the hypothesised relationships among digital capability, human capital, innovative work behaviour, and performance.

Structural Path

Table 2 presents the structural path analysis examining direct relationships among the proposed research variables.

Table 2: Structural Path

Structural Path	Std. Estimate	C.R. approx.	p-value	Decision	Effect
Digital Capability → Innovative Work Behaviour	0,499	7,016	<0.001	Significant	Positive
Human Capital → Innovative Work Behaviour	0,415	5,84	<0.001	Significant	Positive
Digital Capability → Performance	0,292	3,741	<0.001	Significant	Direct
Human Capital → Performance	0,267	3,618	<0.001	Significant	Direct

Innovative Work Behaviour → Performance	0,405	4,465	<0.001	Significant	Positive
---	-------	-------	--------	-------------	----------

Table 2 presents the results of the structural path analysis, demonstrating that all hypothesised relationships are statistically significant at $p < 0.001$. Digital Capability has a significant positive effect on Innovative Work Behaviour ($\beta = 0.499$; C.R. = 7.016), indicating that stronger digital capabilities encourage village administration officials to generate and implement innovative approaches in their work. This relationship represents the strongest effect on Innovative Work Behaviour, highlighting the strategic importance of digital competence in stimulating workplace innovation.

Human Capital also has a significant positive effect on Innovative Work Behaviour ($\beta = 0.415$; C.R. = 5.840; $p < 0.001$). This finding suggests that employees' knowledge, skills, and work experience provide an important foundation for developing innovative behaviour. Village officials with stronger human capital are therefore more capable of identifying problems, generating new ideas, and implementing improvements in administrative processes.

Regarding the direct effects on Performance, Digital Capability demonstrates a significant positive effect ($\beta = 0.292$; C.R. = 3.741; $p < 0.001$), while Human Capital also significantly affects Performance ($\beta = 0.267$; C.R. = 3.618; $p < 0.001$). The slightly stronger coefficient for Digital Capability suggests that the ability to utilise and adapt to digital technologies contributes substantially to improving the effectiveness and efficiency of village administration.

Furthermore, Innovative Work Behaviour has a significant positive effect on Performance ($\beta = 0.405$; C.R. = 4.465; $p < 0.001$). This result indicates that innovative behaviour represents an important mechanism for improving performance. Overall, the findings demonstrate that Digital Capability and Human Capital enhance Performance both directly and potentially indirectly through Innovative Work Behaviour. Thus, strengthening digital competencies and human capital while encouraging innovative behaviour can serve as an effective strategy for improving the performance of village administrations in Sungai Penuh City.

Indirect Path

Table 3 presents the indirect effects of Digital Capability and Human Capital on Performance through Innovative Work Behaviour as the mediating variable.

Table 3: Indirect Path

Indirect Path	Estimate	Bootstrap Target	Conclusion
Digital Capability → IWB → Performance	0,202	$p < 0.05$	Mediated
Human Capital → IWB → Performance	0,168	$p < 0.05$	Mediated

Table 3 presents the indirect effects of Digital Capability and Human Capital on Performance through Innovative Work Behaviour (IWB). The results indicate that Digital Capability has a significant indirect effect on Performance through IWB, with an estimated coefficient of 0.202 and a bootstrap significance level of $p < 0.05$. This finding confirms that Innovative Work Behaviour mediates the relationship between Digital Capability and Performance. Thus, stronger digital capabilities not only contribute directly to performance but also encourage employees to develop innovative working methods, which subsequently enhance their performance.

Similarly, Human Capital has a significant indirect effect on Performance through IWB, with an estimated coefficient of 0.168 and $p < 0.05$. This result demonstrates that employees' knowledge, skills, and experience can improve performance by stimulating innovative behaviour in the workplace. Employees with stronger human capital are more capable of generating and implementing new ideas that contribute to better work outcomes.

Comparatively, the indirect effect of Digital Capability (0.202) is greater than that of Human Capital (0.168), suggesting that Digital Capability plays a relatively stronger role in enhancing Performance through Innovative Work Behaviour. Since the direct effects of both Digital Capability and Human Capital on Performance are also significant, the results indicate partial mediation. Overall, these findings highlight Innovative Work Behaviour as an important mechanism through which digital competencies and human capital are transformed into improved performance among village administrations in Sungai Penuh City.

DISCUSSION

The findings demonstrate that digital capability and human capital are important determinants of the performance of village administrations in Sungai Penuh City, with innovative work behaviour (IWB) serving as a significant mediating mechanism. These findings highlight that improving village administration performance requires more than technological infrastructure. It also depends on employees' capacity to utilise digital technologies, apply their knowledge and experience, and transform these resources into innovative workplace practices.

Digital capability has a significant positive influence on innovative work behaviour. This finding suggests that village officials who possess stronger abilities to use, understand, and adapt to digital technologies are more likely to develop innovative approaches to their work. Digital competence enables employees to access information, explore alternative solutions, improve administrative procedures, and utilise digital platforms more effectively. This finding supports Huu (2023) and Mendes et al. (2023), who emphasised that digital competence can facilitate innovative work behaviour. In the context of village administration, digital capability therefore extends beyond technical proficiency; it represents a strategic capability that enables officials to rethink conventional administrative practices and develop more responsive working methods.

Human capital also positively influences innovative work behaviour. Knowledge, skills, and professional experience provide village officials with the intellectual resources necessary to identify administrative problems and generate appropriate solutions. Employees with stronger human capital are more capable of understanding organisational needs and transforming their experience into practical improvements. This result is consistent with Chang et al. (2021) and Liu et al. (2023), who demonstrated that human capital contributes significantly to innovation. Thus, investment in education, training, professional development, and knowledge enhancement should be regarded as a fundamental strategy for encouraging innovation within village administrations.

The results further demonstrate that both digital capability and human capital directly contribute to performance. Digital capability enables village officials to perform administrative activities more efficiently, accurately, and responsively, while human capital strengthens their capacity to make decisions, solve problems, and fulfil organisational responsibilities. These findings support previous studies demonstrating the importance of digital competence for employee performance (Dewi et al., 2025; Nawawi et al., 2026) and the contribution of human capital to organisational outcomes (Isa & Muafi, 2022; Pangidoan & Nawangsari, 2022). Consequently, improving village administration performance requires simultaneous investment in technological competence and broader human resource capabilities.

Importantly, innovative work behaviour significantly improves performance. Employees who actively generate, promote, and implement new ideas are more capable of improving administrative processes and responding to emerging service demands. This result confirms that innovation should not be understood exclusively as large-scale technological change. At the village level, innovation may involve simplifying administrative procedures, improving digital documentation, developing more efficient communication channels, or introducing practical solutions to community service problems. This

1184

interpretation is consistent with Nguyen and Dao (2023), who identified innovation as an important mechanism linking organisational resources with performance.

The mediation results provide an important contribution to the study. Innovative work behaviour mediates the effects of both digital capability and human capital on performance, with the indirect effect of digital capability being relatively stronger. Because the direct effects remain significant, IWB demonstrates partial mediation. This indicates that digital capability and human capital improve performance directly while simultaneously generating additional performance benefits by stimulating innovative behaviour.

Overall, the findings reinforce the principle that successful village digitalisation is fundamentally a human-centred transformation. Technology becomes valuable when supported by knowledgeable, competent, and innovative employees. Therefore, village administrations in Sungai Penuh City should strengthen digital competency development, continuous learning, knowledge sharing, and an organisational environment that encourages employees to experiment with new ideas. Integrating digital capability, human capital, and innovative work behaviour can ultimately create village administrations that are more adaptive, efficient, responsive, and capable of delivering higher-quality public services.

CONCLUSION

This study concludes that Digital Capability and Human Capital are essential determinants of the Performance of Village Administrations in Sungai Penuh City, both directly and indirectly through Innovative Work Behaviour. Digital Capability positively influences Innovative Work Behaviour, indicating that village officials who are more proficient in using and adapting to digital technologies are more capable of generating and implementing innovative solutions in their daily administrative activities. Human Capital also contributes positively to Innovative Work Behaviour, demonstrating that knowledge, skills, and work experience provide an important foundation for innovation in village governance.

Furthermore, Digital Capability and Human Capital directly improve Performance, confirming that technological competence and high-quality human resources are complementary resources for strengthening administrative effectiveness. Innovative Work Behaviour also has a significant positive influence on Performance, demonstrating that employees' ability to generate, promote, and implement new ideas contributes to improved work processes and public service delivery.

The mediation analysis confirms that Innovative Work Behaviour partially mediates the effects of both Digital Capability and Human Capital on Performance. The indirect effect of Digital Capability is relatively stronger, indicating the growing importance of digital

1185

competence in encouraging innovation and enhancing performance within village administrations.

Overall, the findings emphasise that improving village administration performance should not focus solely on technological adoption. Local governments need to simultaneously strengthen digital competencies, develop human capital, and create an organisational environment that supports innovative behaviour. Integrating these three elements can facilitate more adaptive, efficient, responsive, and innovative village administrations. Consequently, strengthening human resources alongside digital transformation represents a strategic foundation for improving governance quality and delivering sustainable, high-quality public services in Sungai Penuh City.

Recommendations

Based on the findings, local governments should prioritise the development of digital capability and human capital as strategic instruments for improving the performance of village administrations. Regular digital competency training should be provided to strengthen village officials' ability to utilise government information systems, manage digital data, and adapt to technological developments. Human capital should also be enhanced through continuous education, technical training, knowledge sharing, and competency-based professional development.

Furthermore, village administrations should create a supportive organisational environment that encourages innovative work behaviour. Officials should be given opportunities to propose, experiment with, and implement new ideas for improving administrative processes and public services. Recognition and appropriate rewards for successful innovations can further strengthen innovative behaviour.

Limitations and suggestions for further study

This study has several limitations that provide opportunities for future research. First, the study focuses exclusively on village administrations in Sungai Penuh City; therefore, the findings may not be fully generalisable to village administrations in other regions with different institutional, technological, and socio-economic characteristics. Future studies should involve larger samples and broader geographical areas to improve the generalisability of the findings. Second, the cross-sectional design captures respondents' perceptions at a single point in time and consequently limits the ability to observe changes in digital capability, human capital, innovative behaviour, and performance over time. Longitudinal studies are recommended to examine these relationships more dynamically. Third, the model is limited to Digital Capability and Human Capital as predictors and

1186

Innovative Work Behaviour as a mediator. Future research could incorporate Digital Leadership, Organisational Culture, Knowledge Sharing, Digital Readiness, or Organisational Support as additional explanatory variables. Comparative studies across different local government contexts are also recommended to strengthen the empirical evidence.

REFERENCES

- Ahn, M. J., & Chen, Y. C. (2022). Digital transformation toward AI-augmented public administration: The perception of government employees and the willingness to use AI in government. *Government Information Quarterly*, 39(2), 101664. <https://doi.org/10.1016/j.giq.2021.101664>
- Ausat, A. M. A., Widayani, A., Rachmawati, I., Latifah, N., & Suherlan, S. (2022). The effect of intellectual capital and innovative work behavior on business performance. *Journal of Economics, Business, and Accountancy Ventura*, 24(3), 363–378. <https://doi.org/10.14414/jebav.v24i3.2809>
- Chang, P. C., Zhang, M. J., & Wu, T. (2021). Developmental human resource configuration, unique human capital, and employee innovative work behavior: A multilevel moderated mediation model. *SAGE Open*, 11(2). <https://doi.org/10.1177/21582440211027964>
- Dhaneswara, C. A., & Pusparini, E. S. (2023). Factors affecting innovative work behavior in pharmaceutical companies: The role of human capital, social capital, knowledge sharing, and creativity. *Jurnal Manajemen Bisnis*, 10(2). <https://doi.org/10.33096/jmb.v10i2.600>
- Huu, P. T. (2023). Impact of employee digital competence on the relationship between digital autonomy and innovative work behavior: A systematic review. *Artificial Intelligence Review*, 56, 14193–14222. <https://doi.org/10.1007/s10462-023-10492-6>
- Isa, E. S. A., & Muafi, M. (2022). Human capital, organizational learning and their effects on innovation behavior and performance of banking employees. *International Journal of Finance & Banking Studies*, 11(1), 1–18. <https://doi.org/10.20525/ijfbs.v11i1.1533>

- Liu, T., Mao, Y., & Tian, X. (2023). The role of human capital: Evidence from corporate innovation. *Journal of Empirical Finance*, 74, 101435. <https://doi.org/10.1016/j.jempfin.2023.101435>
- Nguyen, D. T., & Dao, T. K. (2023). The mediating role of innovation in the relationship between high-performance human resource management practices and firm performance. 9(12), e22720. <https://doi.org/10.1016/j.heliyon.2023.e22720>
- Pangidoan, O. T., & Nawangsari, L. C. (2022). The effect of human capital, structural capital, relational capital and innovative behavior in organizational performance. *Linguistics and Culture Review*, 6(S1), 773–796. <https://doi.org/10.21744/lingcure.v6nS1.2153>
- Sutanto, L., Tjahjadi, B., & Nadia, F. N. D. (2023). The impact of human capital readiness on business performance: The mediating role of innovation capability. *Journal of Accounting Science*, 7(2), 130–145. <https://doi.org/10.21070/jas.v7i2.1725>
- Mendes et al. (2023). Predictors of digital competence of public university employees and the impact on innovative work behavior. *Administrative Sciences*, 13(5), 131. <https://doi.org/10.3390/admsci13050131>
- Dewi, N. P., Nurhatsiyah, N., Elkarima, N., & Pawar, A. (2025). Transformational leadership, digital competence, and employee performance: Examining the mediating role of self-efficacy and the moderating influence of perceived organizational support. *Jurnal Manajemen Bisnis*, 16(1). <https://doi.org/10.18196/mb.v16i1.25429>
- Setyorini, T., Manafe, J., Adoe, K., & Geti, M. L. J. B. (2025). The influence of digital competence on the digitalization of public services: The role of digital self-efficacy mediation and work innovation among civil servants in Kupang City. *Management Studies and Entrepreneurship Journal*, 6(5). <https://doi.org/10.37385/msej.v6i5.9279>
- Nawawi, S., Ingsih, K., Riyanto, F., Sari, R. A. A. R. P., & Sartika, M. (2026). Does digital competence improve employee performance? The role of smart digital services mediation in the public sector. *Jurnal Penelitian Ekonomi dan Bisnis*, 11(1). <https://doi.org/10.33633/jpeb.v11i1.15497>
- Octavianto, A., Kistyanto, A., & Wardoyo, D. T. W. (2026). Employee flourishing, Islamic human capital, and employee performance: The mediating role of innovative work

- behaviour. *Indonesian Interdisciplinary Journal of Sharia Economics*, 9(2).
<https://doi.org/10.31538/ijse.v9i2.9745>
- Pulatama, I. Y., & Ariadi, G. (2026). The effect of human capital on job performance mediated by innovation capability and potential absorptive capacity. *Jurnal Manajemen Motivasi*, 22(1). <https://doi.org/10.29406/jmm.v22i1.8439>
- Pradhana, F. A., & Sudjadi, A. (2026). The influence of transformational leadership and digital work competence on employee agility: The mediating role of innovative work behavior. *Ultima Management: Jurnal Ilmu Manajemen*, 17(2).
<https://doi.org/10.31937/manajemen.v17i2.4354>
- Nilawati, C., Kurniawati, D. T., & Azzuhri, M. (2026). Transformational leadership and innovative work behavior in police organizations: The mediating roles of digital competence and digital culture. *Jurnal Ilmiah Manajemen Kesatuan*, 14(1).
<https://doi.org/10.37641/jimkes.v14i1.4791>
- Mataram, Z., Asmony, T., & Nurmayanti, S. (2026). The effect of knowledge sharing and digital competence on innovative work behavior with thriving at work as an intervening variable among Echelon II officials in West Nusa Tenggara Provincial Government. *Al-Kharaj: Journal of Islamic Economic and Business*, 8(2).
<https://doi.org/10.24256/kharaj.v8i2.10489>
- Zhai et al. (2022). Can digital transformation promote enterprise performance? From the perspective of public policy and innovation. *Journal of Innovation & Knowledge*, 7(3), 100198. <https://doi.org/10.1016/j.jik.2022.100198>