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The Role of Digital Competence and Knowledge Management in Employee Performance via Work Motivation in Supporting Regional Agency Data Governance within the Jepara Regency Government

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Abstract

This study aims to analyze the role of digital competence and knowledge management on employee performance through work motivation in supporting OPD data governance in the Jepara Regency Government. The variables studied include digital competence, knowledge management, work motivation and employee performance. This study uses an associative quantitative approach that tests the influence between variables. This study was conducted in 5 OPDs of the Jepara Regency Government, namely Diskominfo, Bappeda, Disdukcapil, DKPP and Diskan, with a total population of 308 people. The sample taken was 220 respondents with a proportional random sampling technique. Data were collected through a Google Form questionnaire. Data analysis used the Structural Equation Modeling (SEM) Amos 24 method. The results of this study indicate that digital competence has a positive and significant effect on work motivation, knowledge management has a positive and not significant effect on work motivation, digital competence has a positive and significant effect on employee performance, knowledge management has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, work motivation cannot mediate the effect of digital competence on employee performance, and work motivation cannot mediate the effect of knowledge management on employee performance.

Keywords: Digital Competence, Knowledge Management, Work Motivation and Employee Performance.

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INTRODUCTION

Rapid advancements in information and communication technology have driven digital transformation across various fields, including the government sector. Through e-government policies, the government strives to deliver public services that are more effective, efficient, transparent, and responsive to the times (Ibrohim, 2025). In the 2025–2045 Digital Government Master Plan, data is positioned as the primary foundation for supporting governance and high-quality public services (Ministry of National Development Planning/Bappenas, 2026). Digital transformation shifts government management from manual systems to electronic-based ones; consequently, data governance has become a crucial factor in supporting decision-making and enhancing the quality of public services. Therefore, the success of digital transformation relies heavily on the quality of the human resources managing data and technology.

The Jepara Regency Government, a local government entity in Central Java Province, comprises 26 Regional Apparatus Organizations (OPD) that play roles in governance, public service delivery, and regional development. This study focuses on five of these OPDs: the Communication and Informatics Agency (Diskominfo), the Regional Development Planning Agency (Bappeda), the Population and Civil Registration Agency (Disdukcapil), the Food Security and Agriculture Agency (DKPP), and the Fisheries Agency (Diskan). These five OPD were selected using purposive sampling based on their alignment with the research focus and their involvement as sites for the Sectoral Statistics Implementation Evaluation (EPSS) in Jepara Regency. As producers of sectoral data that utilize information systems and digital technology relatively intensively for managing data, information, and communication, these agencies are considered highly relevant for illustrating the research context.

In supporting digital-based data governance, digital competence and knowledge management are critical factors influencing employee performance. Digital competence enables employees to utilize information technology optimally, while knowledge management supports the processes of creating, storing, sharing, and utilizing knowledge to enhance organizational work effectiveness. Although the Jepara Regency Government continues to promote digital transformation, various obstacles remain regarding its implementation. A prominent issue is the uneven level of digital competence among employees across regional government agencies (OPD). This situation hinders the optimal use of information technology and the implementation of electronic government systems, potentially impeding the effectiveness of data governance and organizational performance:

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Table 1. Government Agency Performance Accountability System (SAKIP) Assessment Jepara Regency

No.	Years	Indeks		Target
		Value	Category	
1.	2022	64.53	B	NA
2.	2023	65.69	B	B
3.	2024	66.03	B	BB
4.	2025	66.32	B	A

Note:

AA (>90-100) = Excellent
A (>80-90) = Very Good
BB (>70-80) = Good
B (>60-70) = Fair
CC (>50-60) = Poor
C (>30-50) = Very Poor
D (< 30) = Extremely Poor
NA = (None)

Table 2. Jepara Regency Government Public Satisfaction Survey Assessment

No.	Years	Indeks		Target
		Value	Category	
1.	2022	83.15	B	NA
2.	2023	85.11	B	A
3.	2024	85.14	B	A
4.	2025	86.35	B	A

Note:

A (88,31 – 100,00) = Excellent
B (76,61 – 88,30) = Good
C (65,00 – 76,60) = Not Good
D (25,00 – 64,99) = Poor
NA = (None)

Based on the two tables, the recapitulation of the SAKIP system and the public satisfaction survey indicates that the performance of the Jepara Regency government has shown positive progress. However, as certain targets have not yet been met, improvements to the system itself and enhanced performance are necessary to foster a better, more effective, and efficient government in the future.

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Figure 1. SPBE (Electronic-Based Government System) Index for Jepara Regency, 2020–2025.

The graph showing the Electronic-Based Government System (SPBE) Index for Jepara Regency from 2020 to 2025 reveals a consistent upward trend: rising from 2.85 in 2020 to 3.04 in 2021, 3.14 in 2022, and 3.63 in 2023; remaining at 3.63 in 2024; and increasing again to 3.75 in 2025. Overall, the SPBE Index score rose by 0.90 points over the six-year period, reflecting improvements in the implementation of electronic-based governance, the integration of digital services, and the use of information technology to support government operations and public service delivery.

The "Very Good" rating achieved in 2025 demonstrates the Jepara Regency Government's success in driving the sustainable digital transformation of its bureaucracy. To sustain this positive trend, the target for the following year is to reach an SPBE Index score of at least 3.85. This will be pursued by strengthening SPBE governance, enhancing system and data interoperability, developing integrated digital services, and bolstering information security all aimed at realizing a government that is more effective, efficient, transparent, and accountable. The successful implementation of government governance depends not only on the availability of technology and the digital competence of employees but is also influenced by the employees' own level of work motivation. Low work motivation can lead to a decline in productivity, commitment, and the quality of public services.

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Objectives

Digital competence is the ability to utilize digital technology optimally to support work activities, learning processes, and communication (Ikhwanul and Rahayu, 2024). According to Hardika (2025), digital competence is an individual's ability to use digital technology effectively, critically, and safely for various needs, such as communicating, learning, collaborating, and solving problems. Digital competence is not limited to the ability to use technological devices; it also encompasses skills in searching for information, assessing data accuracy, communicating digitally, and completing tasks effectively through the use of information technology (Nurwahyudi et al., 2026). Based on these definitions, digital competence can be concluded as an individual's ability to utilize digital technology effectively, critically, and safely to support communication, learning, collaboration, as well as the completion of tasks and problem-solving.

Knowledge management refers to an individual's awareness, willingness, and readiness to collaborate with others, thereby enabling them to comply with and adhere to established regulations and norms (Ardhyanto et al., 2025). According to Valentine Hilsinka (2024), knowledge management is a field of study focused on the processes of disseminating and developing knowledge, skills, and work behaviors to enhance work effectiveness and efficiency. Knowledge management constitutes a series of systematic processes including the creation, sharing, and application of knowledge within an organization that serve as a means of learning to improve employee performance (Afdhol et al., 2025). Based on these definitions, it can be concluded that knowledge management is a structured system encompassing individual awareness and the processes of creating, developing, disseminating, and applying knowledge within an organization to support learning, enhance work effectiveness and efficiency, and foster continuous improvement in employee performance.

Work motivation is the relationship between an employee and the organization, reflected in a sense of enjoyment in the work, satisfaction upon receiving appreciation for work results, the drive to work in order to obtain rewards, and the expectation of receiving attention from the organization (Valentine Hilsinka, 2024). Work motivation is an internal drive to achieve specific goals, which can also be influenced by stimuli or support from others (Dandi et al., 2024). Based on this definition, work motivation can be understood as a drive stemming from both within the individual and external factors that manifests in work-related attitudes and behaviors (such as job satisfaction and the desire for recognition, rewards, and attention) aimed at achieving specific objectives and enhancing organizational performance.

According to Yudistira et al. (2024), employee performance refers to the work outcomes achieved by employees whether individually or in groups within an organization, in accordance with their assigned authority and responsibilities. These

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outcomes are intended to support the realization of the organization's vision, mission, and goals, while demonstrating the ability to complete tasks on time and adhere to applicable rules and laws. Employee performance is the work result evaluated based on quality and quantity whether performed by individuals, groups, or the organization over a specific period (Arafah et al., 2025). Thus, employee performance can be defined as the work outcomes achieved by individuals or groups within an organization, measured by the quality and quantity of work relative to assigned tasks, authority, and responsibilities over a specific timeframe, all while supporting organizational goals and complying with applicable regulations.

Several relevant previous studies that can serve as references for this research include the following: A study conducted by Ikhwanul and Rahayu (2024), titled "The Role of Motivation as an Intervening Variable in Improving the Performance of Archival Human Resources through Organizational Commitment and Digital Competence." This study employed an associative (relational) approach and was quantitative in nature. The population consisted of all archival personnel in Probolinggo City working in various government units or agencies related to archives. A total of 94 respondents were selected using purposive sampling, based on criteria requiring employees to work in the archival field, be willing to participate, and possess relevant experience. Data collection was conducted via questionnaires, and data analysis was performed using Smart-PLS. The study's results indicated that organizational commitment has a significant positive effect on motivation; digital competence has a significant positive effect on motivation; organizational commitment has a significant positive effect on performance; digital competence has a significant positive effect on performance; and motivation has a significant positive effect on performance. Furthermore, organizational commitment influences performance through motivation, and digital competence influences performance through motivation.

A study conducted by Arif et al. (2025), titled "The Influence of Knowledge Management and Individual Characteristics on Employee Performance through Work Motivation at BPJS Ketenagakerjaan (Social Security Agency for Employment) in the Sulawesi-Maluku Region." This study utilized a quantitative approach, with data collected through observation and questionnaires, and data analysis performed using the Partial Least Square (PLS) method, version 4.1. The findings revealed that Knowledge Management has a direct effect on employee performance; Individual Characteristics have a direct effect on employee performance; Knowledge Management has a direct effect on Work Motivation; Individual Characteristics have a direct effect on Work Motivation; and Work Motivation has a direct effect on employee performance. Mediation analysis revealed that Work Motivation mediates the influence of Knowledge Management and Individual Characteristics on employee performance at the BPJS

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Ketenagakerjaan (Social Security Agency for Employment) office for the Sulawesi-Maluku region.

A study conducted by Nurwahyudi et al. (2026), titled "The Influence of Digital Competence, Leadership, and Dynamic Capabilities on Employee Performance: A Study at the Investment and One-Stop Service Agency of Sinjai Regency," employed a quantitative approach and a survey method involving all employees; a total of 63 respondents were selected using a census technique. Data were collected via questionnaires that had passed validity and reliability tests and were subsequently analyzed using multiple linear regression. The results indicated that digital competence, leadership, and dynamic capabilities each had a positive and significant partial effect on employee performance. Simultaneously, these three variables were also found to have a positive and significant effect on employee performance.

A study conducted by Valentine Hilsinka (2024), titled "The Impact of Transformational Leadership, Knowledge Management, and Motivation on the Performance of National Library Employees," utilized a quantitative approach and a causal research design. The sample consisted of 281 employees of the National Library of the Republic of Indonesia. Data analysis was performed using SEM via PLS 3.0 software. The findings showed that transformational leadership, knowledge management, and achievement motivation significantly influenced employee performance and job satisfaction. Furthermore, job satisfaction played a mediating role in the relationship between transformational leadership, knowledge management, and achievement motivation regarding employee performance.

A study conducted by Ruri and Bunga (2025), titled "The Influence of Competence and Work Motivation on Employee Performance at the Library and Archives Agency of South Tangerang City," employed an associative quantitative method. Data collection techniques included literature review, observation, documentation, and the distribution of questionnaires to 60 respondents. The analysis techniques employed in this study include descriptive statistical analysis, validity and reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. Competence has a positive and significant effect on employee performance, and work motivation has a positive and significant effect on employee performance.

The conceptual framework of this study is as follows:

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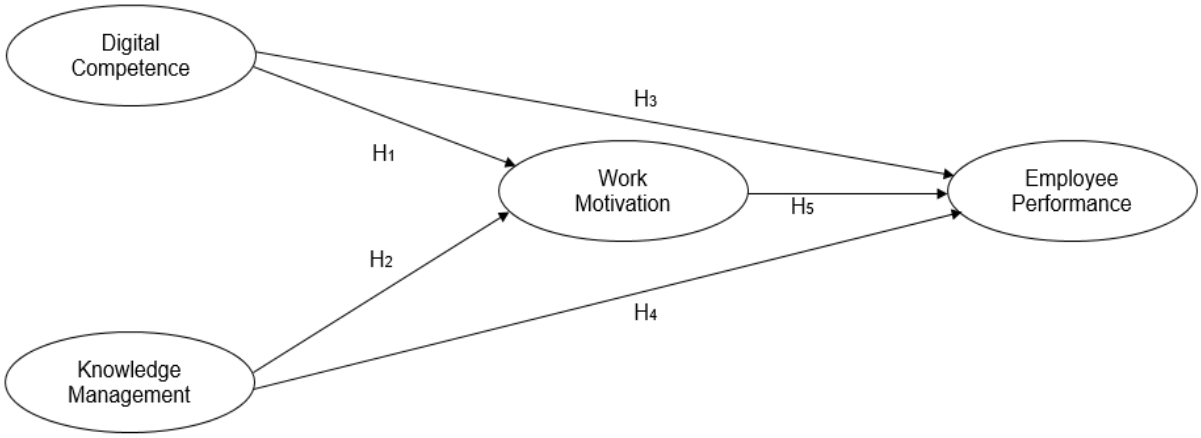


Figure 2. Research Conceptual Framework

H1 : Digital competence has a positive and significant effect on work motivation.
H2 : Knowledge management has a positive and significant effect on work motivation.
H3 : Digital competence has a positive and significant effect on employee performance.
H4 : Knowledge management has a positive and significant effect on employee performance.
H5 : Work motivation has a positive and significant effect on employee performance.

This study employs a quantitative approach utilizing statistical analysis methods. A correlational research design is used to examine and measure the relationships and influences between variables. Data were collected via a questionnaire containing statements distributed to respondents using Google Forms. The questionnaire utilizes a 1–5 Likert scale. The research setting comprises employees within the Jepara Regency Government. The subjects of the study are employees working in five Regional Apparatus Organizations (OPD) within the Jepara Regency Government specifically Diskominfo, Bappeda, Disdukcapil, DKPP, and Diskan with a total population of 308 individuals. A sample of 220 respondents was selected; this figure was derived by multiplying the 22 research indicators by a factor of 10. The sampling technique employed is proportional purposive sampling, a method involving proportional selection based on specific criteria (specifically, having a minimum of three years of work experience).

Research Indicators

Digital Competence Variable: Digital literacy, Digital communication/collaboration, Digital content creation, Critical thinking, Digital security and ethics.

Knowledge Management Variable: Personal knowledge, Work procedures, Technology, Knowledge creation, Knowledge sharing, Knowledge application.

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Work Motivation Variable: Physiological needs, Safety needs, Social relationship needs, Esteem needs, Self-actualization needs.
Employee Performance Variable: Work quality, Work quantity, Responsibility, Initiative, Discipline, Creativity.

DISCUSSION

Research Results

A full measurement analysis was conducted to assess the fit of the measurement model, incorporating all indicators for each latent variable. The latent constructs in this study comprise four variables. The results of the initial full measurement analysis are shown in the following figure:

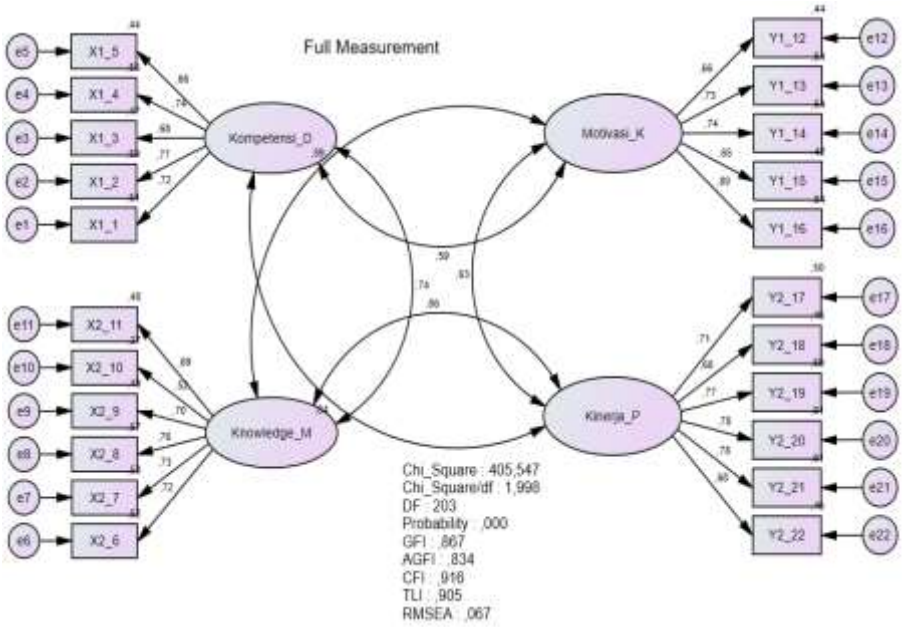


Figure 3. Initial Full Measurement

The test results indicate that there are still several indicators with low loading factor values that fail to meet the goodness-of-fit criteria; Consequently, the research model cannot yet be accepted. Therefore, the model was modified by removing the indicators that did not meet these criteria. The results are shown in the following figure:

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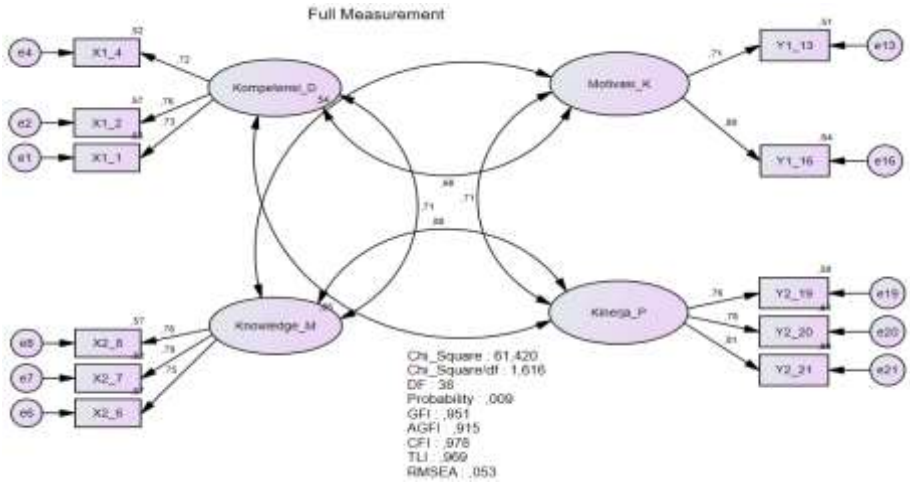


Figure 4. Modified Full Measurement

Based on the full measurement analysis conducted after modifications, several indicators were removed: X1_3, X1_5, X2_9, X2_10, X2_11, Y1_12, Y1_14, Y1_15, Y2_17, Y2_18, and Y2_22. The retained indicators were deemed valid as they exhibited factor loading values exceeding 0.7, and the model met the goodness-of-fit criteria, making it suitable for the subsequent stage of analysis.

Structural Equation Modeling (SEM) analysis was employed to examine the relationships between variables in the study. Model viability was evaluated using goodness-of-fit criteria to ensure its alignment with empirical data. The results of the SEM analysis are presented in the following figure:

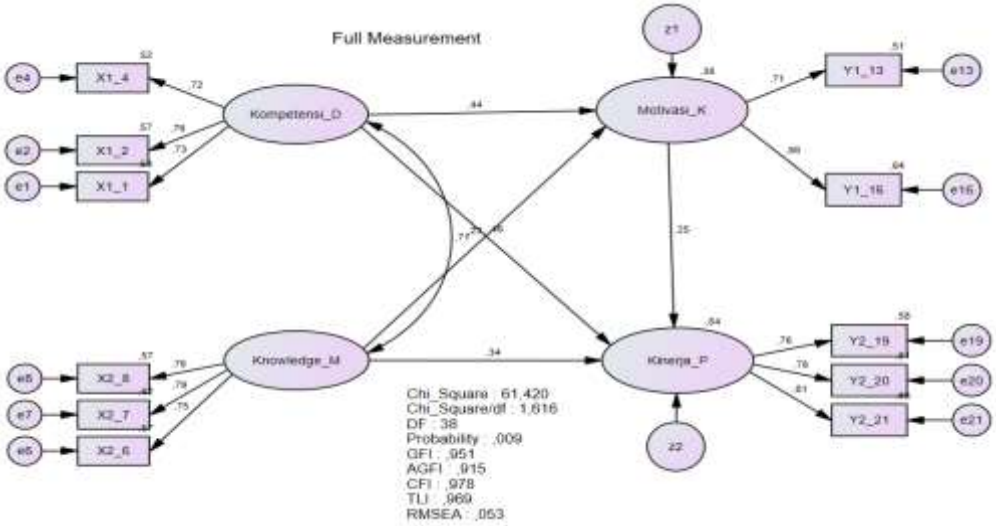


Figure 5. SEM Full Model Testing

The goodness-of-fit results for the Amos SEM modeling can be seen in the following table:

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Table 3. Goodness of Fit

Index Information	Cut off Value	Result	Note
Chi Square	df = 38	61,420	*Good Fit*
CMIN/DF	≤ 2,00	1,616	*Good Fit*
Probability	≥ 0,05	0,009	*Good Fit*
GFI	≥ 0,90	0,951	*Good Fit*
AGFI	≥ 0,90	0,915	*Good Fit*
CFI	≥ 0,95	0,978	*Good Fit*
TLI	≥ 0,95	0,969	*Good Fit*
RMSEA	≤ 0,08	0,053	*Good Fit*

Based on the results of the model modification, the Goodness-of-Fit Index values (Chi-Square, CMIN/DF, Probability, GFI, AGFI, TLI, CFI, and RMSEA) met the criteria for a "good fit" and were therefore acceptable for this study. Hypothesis testing was conducted by evaluating the Critical Ratio (C.R.) and Significance Probability (P) values derived from the data analysis. A hypothesis is considered accepted if the C.R. value exceeds 1.64 and the P-value is less than 0.05, indicating a significant influence between variables. The hypothesis testing results, obtained from the Amos Regression Weights output, are presented in the following table:

Table 4. Hypothesis Test

Variable		Variable	Estimate	CR	P	Result
Work Motivation	<---	Digital Competence	,391	3,067	,002	Accepted
Work Motivation	<---	Knowledge Management	,193	1,682	,093	Accepted
Employee Performance	<---	Digital Competence	,565	4,204	***	Accepted
Employee Performance	<---	Knowledge Management	,388	3,404	***	Accepted
Employee Performance	<---	Work Motivation	,337	3,009	,003	Accepted

Based on the hypothesis testing results, the discussion of the hypotheses is as follows:

Hypothesis 1. Hypothesis 1 states that digital competence has a positive and significant effect on work motivation. Based on the analysis results, the C.R. value was

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3.067, P was 0.002, and the Estimate was 0.391. The C.R. value was greater than 1.64, the P-value was less than 0.05, and the Estimate coefficient was positive. Thus, Hypothesis 1 is accepted, meaning digital competence has a positive and significant effect on work motivation. Hypothesis 2. Hypothesis 2 states that knowledge management has a positive and significant effect on work motivation. Based on the analysis results, the C.R. value was 1.682, P was 0.093, and the Estimate was 0.193. The C.R. value was greater than 1.64, the P-value was greater than 0.05, and the Estimate coefficient was positive. Thus, Hypothesis 2 is accepted, meaning knowledge management has a positive but non-significant effect on work motivation.

Hypothesis 3. Hypothesis 3 states that digital competence has a positive and significant effect on employee performance. Based on the analysis results, the C.R. value was 4.204, P was 0.000, and the Estimate was 0.565. The C.R. value was greater than 1.64, the P-value was less than 0.05, and the Estimate coefficient was positive. Thus, Hypothesis 3 is accepted, meaning digital competence has a positive and significant effect on employee performance. Hypothesis 4. Hypothesis 4 states that knowledge management has a positive and significant effect on employee performance. Based on the analysis results, the C.R. value was 3.404, P was 0.000, and the Estimate was 0.388. The C.R. value is greater than 1.64, the P-value is below 0.05, and the Estimate coefficient is positive. Thus, Hypothesis 4 is accepted, meaning that knowledge management has a positive and significant effect on employee performance. Hypothesis 5. Hypothesis 5 states that work motivation has a positive and significant effect on employee performance. Based on the analysis results, the C.R. value is 3.009, the P-value is 0.003, and the Estimate is 0.337. The C.R. value is greater than 1.64, the P-value is less than 0.05, and the Estimate coefficient is positive. Thus, Hypothesis 5 is accepted, meaning that work motivation has a positive and significant effect on employee performance.

The analysis of direct and indirect effects examines the influence of an exogenous variable on an endogenous variable, either with or without the presence of an intervening variable. Based on the analysis conducted, the magnitudes of the direct effect, indirect effect, and total effect are as follows:

Table 5. Analysis of Direct and Indirect Effects

Variable		Variable	*Direct Effect*	*Indirect Effect*	*Total Effect*	Result
Employee Performance	<--	Digital Competence	0,462	0,108	0,570	Not Mediating
Employee Performance	<--	Knowledge Management	0,338	0,057	0,395	Not Mediating

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Based on the table, it is evident that digital competence has a direct effect of 0.462 on employee performance and an indirect effect of 0.108 via work motivation, resulting in a total effect of 0.570. Since the direct effect exceeds the indirect effect, work motivation does not mediate the relationship between digital competence and employee performance. Knowledge management has a direct effect of 0.338 on employee performance and an indirect effect of 0.057 via work motivation, resulting in a total effect of 0.395. The fact that the direct effect is greater than the indirect effect indicates that work motivation also fails to mediate the relationship between knowledge management and employee performance.

DISCUSSION

1) The Influence of Digital Competence on Work Motivation

Based on the data analysis results, a Critical Ratio (C.R.) of 3.067, a Probability (P) value of 0.002, and an Estimate value of 0.391 were obtained. A C.R. value greater than 1.64, a P-value less than 0.05, and a positive Estimate value indicate that Hypothesis 1 is accepted. Thus, it can be concluded that digital competence has a positive and significant effect on the work motivation of employees in the Regional Apparatus Organizations (OPD) of Jepara Regency. In this study, digital competence comprises indicators that met validity criteria following model modification: digital literacy, digital communication and collaboration, and critical thinking. Digital literacy reflects employees' ability to understand, search for, access, and utilize information via digital technology to support the execution of their work. This ability enables employees to use digital devices and information sources appropriately, thereby facilitating easier and more efficient work performance. Digital communication and collaboration refer to employees' ability to communicate, share information, and cooperate with colleagues through various digital media and platforms. These capabilities streamline coordination among employees, accelerate information exchange, and support collaborative work completion. Critical thinking represents employees' ability to analyze, evaluate, and determine the appropriate information when using digital technology.

The critical thinking indicator makes the largest contribution to shaping digital competence. This demonstrates that the ability to analyze, evaluate, and appropriately utilize digital information is a crucial aspect of digital-based work. Such capabilities encourage employees to work more effectively, adaptively, and confidently when facing various job demands, thereby boosting work motivation. Digital competence serves as a key factor in enhancing the work motivation of employees within the Jepara Regency Government's Regional Apparatus Organizations. The study results indicate that the higher the employees' digital competence, the higher their work motivation. Employees' ability to utilize information technology, use office applications, manage data digitally, and

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adapt to technology-based work systems can boost their confidence and enthusiasm in performing their duties. These conditions encourage employees to work more effectively and feel more motivated to achieve organizational goals.

These research findings align with the Knowledge-Based View (KBV) theory proposed by Robert M. Grant (1996), which posits that knowledge and competence are strategic resources capable of enhancing the performance quality of both individuals and organizations. According to Robbins and Judge, competence that aligns with job demands boosts an individual's confidence in their abilities, thereby fostering higher work motivation. These results are consistent with previous studies by Ikhwanul and Rahayu (2024) and Sutono et al. (2025), which demonstrated that digital competence has a positive effect on employee work motivation; specifically, enhanced digital capabilities boost engagement, morale, and employee readiness to adapt to technology-based work systems.

2) The Influence of Knowledge Management on Work Motivation

Based on the data analysis results, a Critical Ratio (C.R.) of 1.682, a Probability (P) value of 0.093, and an Estimate value of 0.193 were obtained. A C.R. value greater than 1.64, a P-value greater than 0.05, and a positive Estimate value indicate that Hypothesis 2 is accepted. Thus, it can be concluded that knowledge management has a positive but statistically insignificant effect on the work motivation of employees in Jepara Regency regional government agencies (OPD). In this study, the knowledge management variable is represented by indicators that met validity criteria following model modification: personal knowledge, work procedures, and technology. Among these three indicators, work procedures contribute the most to shaping the knowledge management variable. This indicates that employee understanding of well-documented work procedures is the most dominant aspect of knowledge management implementation within Jepara Regency government agencies. Through clear work procedures supported by the use of technology and individual knowledge, employees can perform their tasks more effectively, thereby boosting work motivation.

The study results indicate that the implementation of knowledge management within Jepara Regency government agencies can increase employee work motivation, albeit not significantly. Effective knowledge management implementation through training, knowledge documentation, and information-sharing mechanisms can help employees understand their work, solve problems, and enhance their competence. These conditions foster self-efficacy, which in turn leads to increased work motivation. According to Nonaka and Takeuchi (1995) in the Knowledge Creation Theory (SECI Model), the processes of socialization, externalization, combination, and internalization allow knowledge to continuously evolve and strengthen individual capabilities. The better the implementation of knowledge management within an organization, the greater the

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potential for increased work motivation through enhanced competence, autonomy, and collaboration among employees. In this study, knowledge managed through knowledge management mechanisms has a significant impact on work motivation. This indicates that effective knowledge management can boost motivation when supported by a knowledge-sharing culture, employee engagement, and organizational support in utilizing that knowledge. The results of this study align with previous research conducted by Arif et al. (2025) and Ardhyanto (2025) which examined the link between knowledge management and work motivation indicating that knowledge management has a positive and significant influence on work motivation.

3) The Influence of Digital Competence on Employee Performance

Based on the data analysis results, a Critical Ratio (C.R.) value of 4.204, a Probability (P) value of < 0.000, and an Estimate value of 0.565 were obtained. A C.R. value greater than 1.64, a P-value less than 0.05, and a positive Estimate value indicate that Hypothesis 3 is accepted. Thus, it can be concluded that digital competence has a positive and significant influence on the performance of employees in the Regional Apparatus Organizations (OPD) of Jepara Regency. In this study, the digital competence variable is represented by indicators that met validity criteria following model modification: digital literacy, digital communication and collaboration, and critical thinking. Among these three indicators, critical thinking contributes the most to shaping digital competence. This demonstrates that the employees' ability to analyze, evaluate, and utilize digital information appropriately is the most dominant aspect in enhancing digital competence. Such abilities enable employees to complete tasks more effectively, make more accurate decisions, and improve performance quality within the Jepara Regency Government environment. The results of this study indicate that the higher the digital competence possessed by employees, the better their performance. Mastery of information technology, the ability to use office applications and manage digital data, and the capacity to adapt to technology-based work systems help employees complete tasks more quickly, accurately, and efficiently. These conditions result in improved work quality and productivity.

These research findings align with the performance theory proposed by Mangkunegara (2017:67), which states that employee performance is influenced by ability and motivation. This capability digital competence, as a form of individual knowledge and skill serves as a vital asset for employees in enhancing work completion effectiveness, thereby leading to improved performance. The results of this study align with previous research conducted by Nurwahyudi et al. (2026), which demonstrated that digital competence has a positive and significant impact on employee performance. These findings indicate that enhancing digital capabilities enables employees to work

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more effectively, adapt to technological advancements, and achieve optimal performance in line with the demands of digital transformation in the government sector.

4) The Influence of Knowledge Management on Employee Performance

Based on the data analysis results, a Critical Ratio (C.R.) value of 3.404, a Probability (P) value of < 0.000, and an Estimate value of 0.388 were obtained. A C.R. value greater than 1.64, a P-value less than 0.05, and a positive Estimate value indicate that Hypothesis 4 is accepted. Thus, it can be concluded that knowledge management has a positive and significant influence on the performance of employees in the Regional Apparatus Organizations (OPD) of Jepara Regency. In this study, the knowledge management variable consists of indicators that met validity criteria following model modification: personal knowledge, work procedures, and technology. Among these three indicators, work procedures make the largest contribution to shaping knowledge management. This indicates that well-documented work procedures understood by employees constitute the most dominant aspect in supporting knowledge management within the Jepara Regency OPD environment. Supported by personal knowledge and the utilization of technology, knowledge management becomes more effective, thereby enhancing the quality of task execution and employee performance.

The results of this study indicate that the better the implementation of knowledge management, the higher the employee performance. Effective knowledge management through processes such as experience sharing, information documentation, and the application of knowledge to complete tasks helps employees work faster, more accurately, and more efficiently. These conditions support improvements in work quality, productivity, and the employees' ability to complete tasks in accordance with organizational demands. These research findings align with the views of Davenport and Prusak (1998:5), which indicate that effective knowledge management enables employees to complete work faster and more accurately. Knowledge management serves as a crucial factor in enhancing work capabilities, which in turn has a positive impact on employee performance. This study is consistent with previous research conducted by Valentine Hilsinka (2024), which outlines that knowledge management has a positive and significant influence on employee performance. These findings demonstrate that organizations capable of effectively managing and utilizing knowledge enhance their employees' ability to complete tasks, innovate, and achieve optimal performance.

5) The Influence of Work Motivation on Employee Performance

Based on the data analysis results, a Critical Ratio (C.R.) of 3.009, a Probability (P) value of 0.003, and an Estimate value of 0.337 were obtained. A C.R. value greater than 1.96, a P-value less than 0.05, and a positive Estimate value indicate that Hypothesis 5 is accepted. Thus, it can be concluded that work motivation has a positive

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and significant influence on the performance of employees in the Regional Apparatus Organizations (OPD) of Jepara Regency. In this study, the work motivation variable is represented by indicators that met validity criteria following model modification: the need for safety and the need for self-actualization. Among these two indicators, the need for self-actualization contributes the most to shaping work motivation. This indicates that opportunities for employees to develop their potential, enhance their capabilities, and innovate are the most dominant aspects in boosting work motivation. Employees who have the opportunity for self-actualization tend to possess higher work enthusiasm, thereby enabling them to deliver more optimal performance within the Jepara Regency OPD environment.

The results of this study demonstrate that the higher the employees' work motivation, the better their performance. Employees with a strong drive to achieve goals, complete tasks effectively, and contribute to the organization tend to work with greater discipline, responsibility, and productivity. These conditions lead to improvements in the quality, effectiveness, and accuracy of work completion. These research findings align with the Hierarchy of Needs Theory proposed by Abraham Maslow (1943), which explains that individuals whose needs are met possess higher motivation to work and achieve success. Herzberg (1959), through his Two-Factor Theory, states that motivator factors such as achievement, recognition, responsibility, and opportunities for growth can enhance motivation, resulting in superior performance. This view is also supported by Robbins and Judge (2017), who explain that motivation is a key factor influencing individual performance within an organization. The results of this study align with previous research conducted by Ruri and Bunga (2025), which stated that work motivation has a positive and significant effect on employee performance. These findings indicate that enhancing work motivation encourages employees to work more optimally, boosts productivity, and contributes more substantially to the achievement of organizational goals.

6) The Effect of Digital Competence on Employee Performance Mediated by Work Motivation

Based on the analysis of direct and indirect effects, it was found that the impact of digital competence on employee performance yielded a direct effect value of 0.462, an indirect effect value of 0.108, and a total effect value of 0.570. The fact that the direct effect value exceeds the indirect effect value indicates that the influence of digital competence on employee performance occurs primarily through a direct pathway. Consequently, work motivation does not function as an intervening variable in the relationship between digital competence and the performance of employees in the Regional Apparatus Organizations (OPD) of Jepara Regency. The study results demonstrate that enhancing digital competence can directly improve employee

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performance without necessarily relying on increased work motivation. Proficiency in information technology, the ability to use work-related applications, and skills in managing digital information have made tangible contributions to completing tasks more effectively and efficiently. Although digital competence does influence work motivation, this indirect effect is relatively minor compared to the direct impact on performance.

These findings indicate that work motivation does not mediate the effect of digital competence on employee performance. This suggests that performance improvements are driven more by employees' ability to utilize digital technology to complete tasks than by increases in work motivation. Strengthening digital competence emerges as the dominant factor in enhancing employee performance within the Regional Apparatus Organizations (OPD) of Jepara Regency.

7) The Influence of Knowledge Management on Employee Performance via Work Motivation

Based on the analysis of direct and indirect effects, it was found that the influence of knowledge management on employee performance yielded a direct effect value of 0.338, an indirect effect of 0.057, and a total effect of 0.395. The fact that the direct effect value exceeds the indirect effect indicates that the influence of knowledge management on employee performance occurs predominantly through a direct path. Consequently, work motivation does not serve as a mediating variable in the relationship between knowledge management and the performance of employees in Jepara Regency Regional Government Agencies (OPD). The study results indicate that the implementation of knowledge management can directly enhance employee performance through the utilization of knowledge, the sharing of experiences, and information management that supports task completion. However, improvements in knowledge management do not boost performance via work motivation. This suggests that effective knowledge management has a more significant direct impact on task execution than it does through increasing employee work motivation.

These findings align with the theory proposed by Nonaka and Takeuchi (1995), which posits that knowledge is a strategic asset capable of enhancing an individual's ability to complete tasks. When knowledge is effectively managed, shared, and utilized, employees are able to work more quickly, accurately, and efficiently, thereby improving their performance. However, the results of this study demonstrate that such capability enhancements are not automatically accompanied by a rise in work motivation strong enough to mediate the relationship between knowledge management and employee performance. The study confirms that work motivation does not mediate the influence of knowledge management on employee performance. This indicates that improvements in employee performance are driven more by the effectiveness of direct knowledge management implementation than by increases in work motivation. Therefore, the

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organization needs to continuously strengthen its knowledge management systems to optimally support the enhancement of employee performance.

CONCLUSION

Based on the analysis and discussion in this study, the following conclusions can be drawn: 1) Digital competence has a positive and significant effect on work motivation within the Jepara Regency Government. Higher digital competence corresponds to higher employee work motivation. 2) Knowledge management has a positive but non-significant effect on work motivation within the Jepara Regency Government. Higher knowledge management corresponds to higher employee work motivation, though the effect is not statistically significant. 3) Digital competence has a positive and significant effect on employee performance within the Jepara Regency Government. Higher digital competence corresponds to higher employee performance. 4) Knowledge management has a positive and significant effect on employee performance within the Jepara Regency Government. Higher knowledge management corresponds to higher employee performance. 5) Work motivation has a positive and significant effect on employee performance within the Jepara Regency Government. Higher work motivation corresponds to higher employee performance. 6) Employee work motivation does not mediate the effect of digital competence on employee performance within the Jepara Regency Government. 7) Employee work motivation does not mediate the effect of knowledge management on employee performance within the Jepara Regency Government.

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