

The Influence Of Information Technology Competence, Human Resource Development Innovation On Work Motivation And Employee Performance At The Department Of Agriculture And Food Security Of The Selayar Islands Regency

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Abstract

This study aims to examine and analyze the effect of information technology competence and human resource development innovation on work motivation and employee performance at the Department of Agriculture and Food Security of Selayar Islands Regency. This research employs a quantitative approach. The population of this study consists of all employees of the Department of Agriculture and Food Security of Selayar Islands Regency, totaling 98 employees. The sampling technique used is saturated sampling, in which the entire population is included as respondents. Data were collected using questionnaires as the research instrument. The data analysis technique applied in this study is path analysis, assisted by AMOS software, to examine both direct and indirect effects among variables.

The results indicate that information technology competence and human resource development innovation have a positive and significant effect on employee work motivation. Work motivation is also proven to have a positive and significant effect on employee performance. However, information technology competence and human resource development innovation do not have a significant direct effect on employee performance. Furthermore, the findings show that work motivation is able to mediate the effect of information technology competence and human resource development innovation on employee performance. These results suggest that improvements in employee performance are not solely determined by technological mastery and human resource development innovation, but are highly dependent on the role of work motivation as the main driving factor within the organization.

Keywords: Information Technology Competence, Human Resource Development Innovation, Work Motivation, Employee Performance

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INTRODUCTION

The performance of civil servants (Aparatur Sipil Negara/ASN) is a key indicator of the effectiveness of public organizations in carrying out governmental functions and delivering services to society. In the context of modern bureaucracy, ASN performance is no longer assessed solely based on the completion of

administrative tasks, but is also systematically measured through Employee Performance Targets (*Sasaran Kinerja Pegawai* – SKP) and the e-performance system, which emphasize target achievement, quality of work outcomes, and work behavior reflecting accountability and professionalism. According to Febriyant et al. (2024), performance in the public sector must be understood comprehensively, as it encompasses work output, responsibility, and employees’ adaptability to organizational dynamics. However, in practice, the performance achievements of ASN across various regional government institutions remain largely at a moderate level and have not fully reflected optimal performance.

This condition is also evident at the Department of Agriculture and Food Security of Selayar Islands Regency. The 2022 Government Agency Performance Accountability Report (*LAKIP*) and the 2024 performance agreement indicate that employee performance achievements have not reached the established targets optimally. This is supported by preliminary performance evaluation data, which show that the average employee performance remains in the “moderate” category.

Table 1. *Employee Performance Assessment at the Department of Agriculture and Food Security of Selayar Islands Regency in 2024.*

No	Performance Aspect	Average Score	Category
1	Work Quantity	3.35	Moderate
2	Work Quality	3.37	Moderate
3	Timeliness	3.35	Moderate
4	Responsibility	3.35	Moderate
5	Teamwork	3.38	Moderate
6	Work Discipline	3.40	Moderate
	Overall Average	3.37	Moderate

Definition of Information Technology Competence

The rapid development of information technology over the past two decades has significantly transformed how individuals live, learn, work, and interact. In this context, information technology (IT) competence has become an essential capability that not only enhances individual productivity but also serves as a fundamental requirement for survival and growth in the digital era.

IT competence refers to an individual’s ability to effectively utilize digital technologies, including knowledge, skills, and attitudes required to support job performance. It extends beyond basic technical skills in operating hardware and software to include the ability to manage digital information, use integrated systems, and apply technology in a responsible and ethical manner. In the public sector, IT competence plays a crucial role in improving work efficiency, accelerating decision-making processes, and supporting organizational performance.

According to the European Commission Joint Research Centre (2022), digital competence is defined as the confident, critical, and responsible use of digital

technologies for learning, work, and social participation. This perspective emphasizes that IT competence is multidimensional, involving not only operational skills but also critical thinking, ethical awareness, and adaptability to technological change. Similarly, Edstrand (2023) highlights that professional digital competence includes technological adaptability, creativity, and ethical responsibility in digital environments.

Furthermore, Audrin et al. (2024) conceptualize IT competence in the workplace as a multidimensional construct that can be quantitatively measured, encompassing technological skills, digital collaboration, critical thinking, and adaptability. In the Indonesian public sector context, empirical findings by Ingsih et al. (2024) demonstrate that digital competence positively influences employee performance and public service quality. Employees with strong IT competence are better able to deliver faster, more transparent, and responsive services.

Therefore, IT competence can be understood as a comprehensive capability that integrates technical expertise, cognitive skills, and ethical awareness in utilizing digital technologies to enhance work performance and organizational effectiveness.

H1: Information technology competence has a positive and significant effect on employee work motivation.

Information technology competence enhances employees' ability to perform tasks efficiently and increases their confidence in completing work, which in turn strengthens intrinsic motivation. Prior studies indicate that digital competence positively influences motivation by improving self-efficacy and job engagement (Van Laar et al., 2017; Ingsih et al., 2024).

H2: Human resource development innovation has a positive and significant effect on employee work motivation.

Innovative HR development practices, such as training, upskilling, and continuous learning, create a supportive work environment that fosters motivation. Employees who perceive development opportunities tend to exhibit higher motivation levels (Imbaruddin et al., 2022; Noe et al., 2020).

H3: Information technology competence has a positive and significant effect on employee performance.

Employees with strong IT competence are more capable of utilizing digital tools to improve efficiency, accuracy, and productivity, leading to better performance outcomes. Empirical evidence shows that digital skills are directly linked to improved job performance in public sector organizations (Somantri et al., 2025; Van Deursen & Van Dijk, 2016).

H4: Human resource development innovation has a positive and significant effect on employee performance.

HR development innovation enhances employees' knowledge, skills, and adaptability, which are essential for achieving high performance. Effective training

and development programs have been shown to significantly improve employee performance (Salas et al., 2019; Imbaruddin et al., 2022).

H5: Work motivation has a positive and significant effect on employee performance.

Work motivation is a key determinant of employee performance, as motivated individuals are more committed, productive, and responsible in completing tasks. Numerous studies confirm that motivation significantly predicts employee performance outcomes (Deci et al., 2017; Elamalki et al., 2024).

H6: Work motivation mediates the relationship between information technology competence and employee performance.

IT competence not only directly improves performance but also enhances motivation, which subsequently strengthens performance outcomes. This mediating role of motivation has been supported in studies examining digital competence and employee performance (Van Laar et al., 2017; Somantri et al., 2025).

H7: Work motivation mediates the relationship between human resource development innovation and employee performance.

HR development innovation increases employees' motivation through learning opportunities and organizational support, which in turn leads to improved performance. The mediating role of motivation in HR development and performance relationships has been widely recognized (Noe et al., 2020; Salas et al., 2019).

METHODOLOGY

This study employs an explanatory research design with a correlational approach using a cross-sectional method. The explanatory design is intended to examine causal relationships among variables and to test the theoretical framework against empirical conditions. The correlational approach allows the researcher to analyze both direct and indirect relationships among variables within a single period of observation. This study adopts a quantitative approach to examine the relationships and effects among the variables, namely Information Technology Competence, Human Resource Development Innovation, Work Motivation, and Employee Performance. A quantitative approach is appropriate as it enables the measurement of variables using numerical data and statistical analysis to test hypotheses objectively and systematically (Hair et al., 2022). The research was conducted at the Department of Agriculture and Food Security of Selayar Islands Regency, South Sulawesi, Indonesia. This location was selected due to identified issues related to suboptimal employee performance, as reflected in unmet organizational targets, less-than-optimal task execution, and limited contributions to strategic goals.

The study was carried out over a three-month period. The first month involved research preparation, including instrument development and administrative arrangements. The second month focused on data collection through questionnaire distribution. The third month was dedicated to data processing, analysis, and interpretation of findings. The population of this study consists of 98 employees of the Department of Agriculture and Food Security of Selayar Islands Regency. Given the

relatively small population size, a saturated sampling technique (census) was applied, where all members of the population were included as respondents (Sugiyono, 2022).

Data were collected using two primary techniques:

1. **Questionnaire**

The main data collection instrument was a structured questionnaire distributed to all respondents. The questionnaire was developed based on indicators of the research variables and measured using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). This instrument captures employees' perceptions regarding IT competence, HR development innovation, work motivation, and employee performance.

2. **Documentation**

Secondary data were obtained through documentation, including organizational structure, employee data, job descriptions, and internal policies related to HR development and IT utilization. This method supports and enriches the primary data analysis.

Operational Definition of Variables

This study involves four main variables:

- **Information Technology Competence (X₁)**
Defined as the ability of employees to effectively and responsibly use digital technologies in performing their tasks. It is measured using eight indicators adapted from Audrin et al. (2024): technology use, cybersecurity, content management, communication and collaboration, critical inquiry, responsibility, well-being, and identity and development.
- **Human Resource Development Innovation (X₂)**
Defined as innovative efforts to enhance employee capabilities through creative and adaptive approaches. It is measured using four indicators: idea exploration, idea generation, idea promotion, and idea implementation (Ahadyat, 2025).
- **Work Motivation (Y₁)**
Defined as internal drives influencing employees' work behavior and persistence. It is measured based on Self-Determination Theory (SDT), including autonomy, competence, and relatedness (Gagné et al., 2023).
- **Employee Performance (Y₂)**
Defined as the level of employee achievement in completing tasks according to performance targets (SKP) and work behavior standards. It is measured using indicators from the Indonesian e-performance system: target achievement, work quality, timeliness, work behavior, and discipline (Ministry of Administrative Reform Regulation No. 6, 2022).

Measurement Scale

All variables were measured using a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Validity and Reliability Testing

Validity and reliability tests were conducted to ensure the accuracy and consistency of the research instrument.

- **Validity** **Test**
Validity was assessed using Pearson Product-Moment correlation. An item is considered valid if the correlation coefficient is significant ($p < 0.05$) and greater than the critical value.
- **Reliability** **Test**
Reliability was measured using Cronbach's Alpha. A variable is considered reliable if the alpha coefficient exceeds 0.60. The results indicate that all variables meet the reliability criteria, confirming the consistency of the instrument.

Data analysis was conducted using **path analysis** to examine causal relationships among variables, including both direct and indirect effects. This method is appropriate due to the presence of multiple independent variables and a mediating variable. Path analysis enables the estimation of standardized regression coefficients (beta) to determine the magnitude of influence among variables. The analysis was performed using statistical software such as SPSS or SmartPLS.

Hypothesis testing was conducted using t-tests (partial tests) by comparing the calculated t-value with the critical value at a significance level of $\alpha = 0.05$. A hypothesis is accepted if the p-value is less than 0.05, indicating a statistically significant effect.

RESULTS AND DISCUSSION

The research results were analyzed using path analysis with the AMOS 29.0 program (*Analysis of Moment Structure*, Arbuckle, 1997) . The predictive power of the observed variables, both at the personality and construct levels, was assessed through *the critical ratio (CR)*. If *the critical ratio* is significant, the variable is said to have an influence on the dependent variable .

Goodness-of-Fit Criteria .

Evaluation of model accuracy is essentially performed when the model is estimated by AMOS. A complete evaluation of this model can be done as follows:

Evaluation of the Fulfillment of the Normality Assumption in Data

Univariate and multivariate normality of the data used in this analysis were tested using AMOS 29. The results of the analysis are attached in Appendix 4 on *Assessment of normality* . The critical measure for testing normality is cr, which in its calculation is influenced by sample size and skewness.

Referring to the values in the cr column in Appendix 4 , if the cr column contains a score greater than 2.58 or less than -2.58 (normal distribution at 1 percent alpha), there is evidence that the data distribution is not normal. Conversely, if the cr value is below 2.58 or greater than -2.58, the data is normally distributed. By using the above criteria, it can be concluded that all normally distributed variables .

Evaluation of Multicollinearity and Singularity

Using Amos 29 software, evaluation of multicollinearity and singularity can be detected by looking at the determinant value of the sample covariance matrix. The analysis results show that the determinant value of the sample covariance matrix is <0.001. Based on this, it can be concluded that there is no multicollinearity or singularity, therefore this data is suitable for use.

Hypothesis Testing

, the proposed hypotheses can be tested by examining the path coefficients in the structural equation model. The complete analysis results can be seen in Figure 4.1 below:

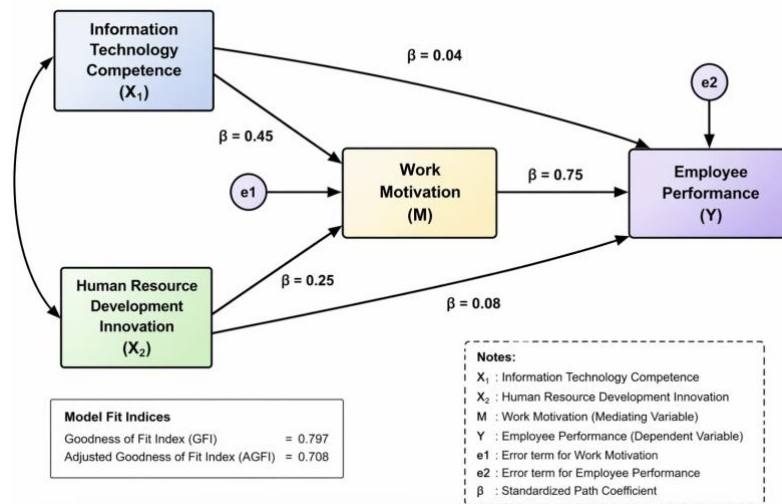


Figure.1 Measurement of IT Competency Model , development innovation Human resources, work motivation and employee performance .

This discussion focuses on the conclusions resulting from hypothesis testing, as an effort to answer the research problem formulation. The results of the analysis of the hypothesis testing are outlined as follows :

Table 1. Hypothesis Testing Results (Direct and Indirect Effects)

Hypothesis	Independent Variable	Dependent Variable	Standardized	CR	p-value	Decision
H1	Information Technology Competence	Work Motivation	0.453	5.205	< 0.001	Supported
H2	HR Development Innovation	Work Motivation	0.249	2.854	0.004	Supported
H3	Information Technology Competence	Employee Performance	0.041	0.588	0.556	Not Supported
H4	HR Development Innovation	Employee Performance	0.084	1.309	0.190	Not Supported
H5	Work Motivation	Employee Performance	0.755	10.566	< 0.001	Supported

Independent Variable	Dependent Variable	Mediating Variable	Standardized	P-value	Decision
Information Technology Competence	Employee Performance	Work Motivation	0.342	< 0.001	Supported
HR Development Innovation	Employee Performance	Work Motivation	0.188	0.006	Supported

Source: Appendix 4

The Influence of IT Competence on Work Motivation

To answer the problem formulation and the first hypothesis, the results of the path analysis in Table 1. can be observed. The table shows that IT Competence has a positive and significant effect on Work Motivation.

These findings indicate that the better the information technology competency possessed by employees, the more their work motivation will increase. Employees who have good IT competency tend to complete work more easily, are more confident in carrying out tasks, and are able to utilize technology to support work effectiveness, thereby fostering work enthusiasm in completing tasks optimally. This finding is in line with research conducted by Zam and Rahman (2025) which states that employee digital skills have a positive effect on performance, especially if supported by a digital learning process that encourages increased employee enthusiasm and work ability. In addition, research by Simhanandi et al. (2025) also found that digital competency can improve employee performance by increasing work engagement (employee engagement), which means that digital skills not only strengthen technical abilities, but can also encourage employees to be more involved and motivated in their work.

The results of descriptive statistics show that the Well Being indicator (X1.7) is the indicator that has the highest average in the IT Competence variable. This proves that employees are able to maintain a balance between work productivity and the use of technology to avoid digital fatigue and are able to utilize technology to manage workloads efficiently without causing excessive stress, so that this also encourages employee work motivation.

Research findings at the research site indicate that employees at the research institution are accustomed to using technology in their work, particularly to support tasks requiring speed and accuracy. With technological expertise and the use of work applications, employees feel more supported in carrying out their work, leading to higher work motivation.

Thus, IT competency in this study has been shown to increase employee work motivation. This suggests that strengthening IT competency needs to be continuously developed through ongoing learning and training to ensure employee work motivation continues to improve and impact organizational performance.

The Influence of Human Resource Development Innovation on Work Motivation

To answer the problem formulation and the second hypothesis, the results of the path analysis in Table 1 can be observed. This table shows that HR Development Innovation has a positive and significant effect on Work Motivation.

These findings indicate that the greater the level of innovation in human resource development implemented within an organization, the greater employee motivation. This means that innovations in human resource development, such as idea exploration, idea generation, idea promotion, and idea implementation, can encourage employees to be more enthusiastic and driven in carrying out their work. Employees tend to be more motivated when they feel they are given space to develop, have the opportunity to express ideas, and can see improvements in the work process.

This finding is in accordance with research conducted by Fahlevi (2024) which stated that innovation in ASN competency development through the Corporate University concept has proven effective in improving the competency of civil servants, while also supporting professionalism and continuous learning which has an impact on employee work enthusiasm.

Furthermore, research by Al Mubarak (2024) also explains that civil servant human resource development strategies are a crucial factor in driving innovation in public services, particularly through ongoing training, a collaborative work culture, and the use of technology. This can strengthen employee motivation because they feel better prepared to face the demands of change.

idea creation indicator (X2.2) is the indicator with the highest average in the HR development innovation variable. This proves that employees have excellent abilities in creating new ideas that support HR development and improve work implementation. Meanwhile, the idea exploration indicator (X2.1) shows that the process of searching for references, gathering information, and exploring innovation opportunities still needs to be improved so that innovation can develop more optimally and consistently.

Research findings demonstrate that innovation in human resource development is essential to boost employee motivation, particularly in the face of changing work systems and the demands of organizational digitalization. However, to improve overall work motivation, innovation in human resource development should not only focus on idea generation but also be reinforced by exploring ideas through continuous improvement in learning, training, and organizational support.

Thus, innovation in human resource development has been proven to increase employee work motivation. These results also support research by Prasetyo and Lestari (2024), which asserted that human resource development can impact employee performance if driven by work motivation as the primary mechanism for improving work outcomes.

The Influence of IT Competence on Employee Performance

To answer the problem formulation and the third hypothesis, the results of the path analysis in Table 4.7 can be observed. The table shows that IT Competence has a positive but insignificant effect on Employee Performance.

These findings indicate that employee IT competency has not directly improved employee performance. This means that even if employees have the ability to use technology, this does not automatically lead to optimal employee performance, whether in terms of work quality, quantity, punctuality, work behavior, or work discipline. This indicates that employee performance is not only influenced by technological proficiency, but also by other factors such as work motivation, work systems, task allocation, and work culture within the organization.

This finding is in line with research conducted by Ingsih et al. (2024) which stated that digital competence does not always have a direct influence on performance, because the effectiveness of digital competence often depends on other supporting factors within the organization.

Therefore, digital competence can be more impactful when employees are not only able to use technology, but also receive support from work systems and organizational policies that encourage maximum use of technology.

The descriptive statistical results of the IT Competence variable show that the Well Being indicator (X1.7) describes that employees are able to maintain a balance in the use of technology at work to remain productive without experiencing digital fatigue.

However, the Identity & Development indicator (X1.8) is the indicator with the lowest average value, which shows that employee participation in training or learning to improve digital competence and self-development still needs to be improved so that IT competence can truly have a real impact on improving performance.

Facts at the research site show that the use of technology in carrying out work has been carried out, but has not fully become a major factor in improving performance. This is because employee performance is not only assessed by the ability to operate technology, but is more determined by the achievement of work targets, discipline, and punctuality in completing work. In other words, IT competence can be a support, but it is not strong enough to improve performance if it is not accompanied by consistent strengthening of work motivation and work discipline. Although IT competence has a positive influence on employee performance, its contribution is still weak and therefore not significant. Therefore, a more targeted strategy is needed to strengthen IT competence through continuous training and organizational support so that the use of technology can be optimized to improve employee work results significantly.

The Influence of Human Resource Development Innovation on Employee Performance

To answer the problem formulation and the fourth hypothesis, the results of the path analysis in Table 4.7 can be observed. This table shows that HR Development Innovation has a positive but insignificant effect on Employee Performance.

These findings indicate that the human resource development innovations implemented have not been able to directly improve employee performance. This means that although there are innovations in human resource development such as idea exploration, idea generation , idea promotion , and idea implementation , these have not had a real impact on improving employee performance directly. This condition can occur because improving employee performance usually requires a longer process and results cannot be seen immediately. Therefore, human resource development innovation plays a more role as a process of strengthening capacity and work habits, rather than an instant increase in output.

This finding is in line with research conducted by Al Mubarak (2024) which explains that innovation in the public service sector requires the support of a strong, sustainable and structured HR development strategy so that it can have an impact on work results and improving organizational performance . In addition, Fahlevi's (2024) research also stated that developing ASN competencies through training and development innovations requires consistent implementation in order to produce real changes in improving employee performance.

The descriptive statistics results show that the idea creation indicator (X2.2) has the highest average, which means that employees have excellent abilities in creating new ideas for HR development. However, the idea exploration indicator (X2.1) has the lowest average, which shows that the process of digging for references, seeking new information, and exploring innovation opportunities still needs to be further improved.

This could be one of the reasons why innovation in human resource development has not had a direct impact on performance, because strong innovation not only requires new ideas , but also requires an in-depth exploration process so that its implementation can run optimally.

Facts at the research site show that HR development innovation has been implemented, but in its implementation it still requires support in the form of program evaluation, increased employee involvement, and strengthening of work systems so that the innovation truly has a real impact on employee performance achievements. In this case, improving performance such as work quality, punctuality, work behavior, and work discipline requires a continuous coaching process so that the impact of HR innovation cannot be assessed directly. Although HR Development Innovation has a positive influence on employee performance, its contribution is still weak so it is not significant. Therefore, HR development innovation needs to be continuously strengthened through increased exploration of ideas , targeted training, and implementation evaluation in order to be able to create more real changes to overall employee performance.

The Influence of Work Motivation on Employee Performance

To answer the problem formulation and the fifth hypothesis, the results of the path analysis in Table 1 can be observed. This table shows that work motivation has a positive and significant effect on employee performance.

These findings indicate that the higher an employee's work motivation, the higher their performance. This means that work motivation is a crucial factor in encouraging employees to complete their work well, be responsible, and achieve their targets optimally. Highly motivated employees tend to be more enthusiastic about their work, more disciplined, and exhibit more positive work behaviors, which directly impact performance improvement.

This finding aligns with research conducted by Ramdani et al. (2025), which states that work motivation has a significant influence on civil servant performance. Work motivation can encourage employees to be more productive, more focused on task achievement, and more consistent in demonstrating good work performance.

Descriptive statistics show that the work motivation variable is in the very good/very important category. Furthermore, the Competence indicator (Y1.2) has the highest average value, indicating that employees have high confidence in their ability to complete their work.

This means that the more capable and competent employees feel in carrying out their duties, the higher their work motivation, which ultimately drives improved performance. However, the Autonomy indicator (Y1.1) had a lower mean score than the other indicators, indicating that independence in managing work methods and making decisions still needs to be further improved to maximize employee work motivation.

Research findings show that highly motivated employees are generally able to complete work on time, maintain quality, and fulfill their assigned responsibilities. This motivation is also evident in their commitment to completing their work and striving to deliver the best results possible, meeting job demands. Thus, work motivation has been shown in this study to have a strong and significant influence on employee performance. This suggests that organizations need to address employee motivational factors by supporting a positive work environment, providing opportunities for development, and strengthening employee self-confidence to ensure optimal performance.

The Influence of IT Competence on Employee Performance Through Work Motivation

To answer the problem formulation and the sixth hypothesis, the results of the indirect effect analysis in Table 1 can be observed. The table shows that IT Competence has a positive and significant effect on Employee Performance through Work Motivation.

These findings indicate that IT competence does not directly improve employee performance, but will impact performance if the competence is able to increase work motivation first. This means that work motivation acts as a mediating variable that bridges the relationship between IT competence and employee performance. Employees who have good IT competence tend to be more confident, more comfortable in their work, and more easily complete tasks, thus generating higher work motivation. This work motivation then drives improved employee performance.

This finding aligns with research conducted by Zam and Rahman (2025), which explains that employees' digital skills can impact work outcomes if supported by a learning process and enhanced work motivation. Furthermore, research by Simhanandi et al. (2025) also found that digital competence can improve performance through work engagement, indicating the role of psychological factors and internal motivation in explaining the relationship between digital competence and performance.

Descriptive statistics show that the IT Competence variable is categorized as very good/very important. The highest indicator is Well Being (X1.7), which illustrates that employees are able to maintain balance in their use of technology to avoid digital fatigue and remain productive at work.

This can strengthen work motivation because employees are less likely to experience work stress due to excessive technology use. However, the lowest indicator is Identity & Development (X1.8), which indicates that employee engagement in training or learning to improve digital skills still needs to be continuously improved so that IT competency can develop and have a stronger impact on motivation and performance improvement.

Facts in the research location show that technology has been used to support work implementation, but employee performance improvements are more visible when employees have a high work drive. Thus, IT competence will be more effective in driving employee performance if the organization is able to build employee work motivation through work system support, relevant training, and a work environment that supports productivity. Although IT competence does not directly affect employee performance, IT competence still plays an important role because it has been proven to be able to improve performance through work motivation. Therefore, strengthening IT competence and strengthening work motivation need to be done simultaneously so that employee performance can increase optimally and sustainably.

The Influence of Human Resource Development Innovation on Employee Performance Through Work Motivation

To answer the problem formulation and the seventh hypothesis, the results of the indirect effect analysis in Table 4.7 can be observed. This table shows that HR Development Innovation has a positive and significant effect on Employee Performance through Work Motivation.

These findings indicate that HR development innovations do not directly improve employee performance. Instead, HR development innovations can increase work motivation first, which then drives improved employee performance. This means that work motivation acts as a mediating variable that bridges the relationship between HR development innovations and employee performance. When HR development innovations are implemented through new ideas, improved work processes, and competency development opportunities, employees will feel more supported and motivated to perform optimally. This encouragement then influences overall employee performance improvement.

This finding aligns with research conducted by Prasetyo and Lestari (2024), which states that human resource development can indirectly influence civil servant performance through work motivation as a mediating variable. Furthermore, research by Fahlevi (2024) also supports the fact that targeted innovations in civil servant competency development can improve the quality of civil servants by encouraging employee enthusiasm for learning and work.

The results of descriptive statistics show that the HR development innovation variable is in the very good/very important category . The highest indicator is idea creation (X2.2) indicating that employees have high abilities in generating new ideas that can support HR development. Meanwhile, the lowest indicator is idea exploration (X2.1), which shows that the process of digging for references, seeking new information, and exploring innovation opportunities still needs to be improved.

This explains that innovation in human resource development will be more optimal if the organization not only encourages the creation of ideas , but also strengthens the idea exploration stage so that the resulting innovations are of higher quality and have an impact on increasing work motivation and employee performance.

Facts at the research site show that innovation and HR development programs are able to boost employee work motivation, especially when employees feel they are given space to develop and receive support in carrying out their duties. This increased work motivation then affects employee performance, such as more timely completion of work, improved work quality, and responsibility in carrying out tasks. Although HR development innovation does not directly affect employee performance, it has been proven to have an important influence because it can improve performance through work motivation. Therefore, strengthening HR development innovation needs to be done continuously so that employee work motivation increases and employee performance can be increasingly optimal

CONCLUSION

The findings of this study demonstrate that information technology competence and human resource development innovation play a significant role in enhancing employees' work motivation. Employees who are more capable of utilizing digital technologies tend to show higher levels of motivation, as these competencies increase confidence, efficiency, and engagement in completing tasks. Similarly, innovation in human resource development—through training, learning opportunities, and adaptive programs—contributes positively to strengthening employees' enthusiasm and willingness to perform. However, both information technology competence and HR development innovation do not have a significant direct effect on employee performance, indicating that their impact requires supporting mechanisms to be effectively translated into measurable performance outcomes.

Furthermore, the study confirms that work motivation is a critical determinant of employee performance, as highly motivated employees are more committed, productive, and responsible in carrying out their duties. Importantly, work motivation serves as a mediating variable that strengthens the relationship between

both information technology competence and HR development innovation with employee performance. This suggests that improvements in technological competence and HR innovation will lead to better performance only when they are able to enhance employees' motivation. Therefore, organizations should not only focus on developing technical capabilities and innovative HR practices but also ensure that these efforts effectively foster employees' motivation to achieve optimal performance outcomes.

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