



The Influence of Digital Literacy and Self Efficacy on Employee Performance with Work Discipline as an Intervening Variable at the Tebing Tinggi District Attorney's Office

Willy Aditya Nugraha^{1*}, Ritha F. Dalimunthe², Yeni Absah³
Universitas Sumatera Utara

Corresponding Author: Willy Aditya Nugraha willyadityanugraha@gmail.com

ARTICLE INFO

Keywords: Digital Literacy, Self-Efficacy, Work Discipline, Employee Performance

Received : 27, June

Revised : 28, July

Accepted: 30, August

©2026 Nugraha, Dalimunthe, Absah:
This is an open-access article
distributed under the terms of the
[Creative Commons Atribusi 4.0
Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study examines the effect of Digital Literacy and Self-Efficacy on Employee Performance at the Public Prosecutor's Office of Tebing Tinggi, with Work Discipline as a mediating variable. Utilizing a quantitative associative approach, the study involved the entire Administrative Staff population of 55 employees as the sample via a total sampling technique. Primary data collected through questionnaires and documentation were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The findings demonstrate that directly, Digital Literacy and Work Discipline have a negative and non-significant impact on Employee Performance. Conversely, Self-Efficacy exerts a positive and significant effect on both Employee Performance and Work Discipline. However, the mediating role of Work Discipline in linking Digital Literacy and Self-Efficacy to Employee Performance was found to be negative and non-significant.

INTRODUCTION

The era of globalization and the complexity of organizational dynamics require every institution to adapt to rapid technological advancements, intense competition, and shifting public preferences. This context underscores the importance of optimizing organizational performance, including within law enforcement agencies such as the Tebing Tinggi District Attorney's Office. As the frontline of responsive and accountable public service, the work effectiveness of employees at both local and central levels serves as the primary foundation. This aligns with the mandate of the Attorney General Regulation Number 5 of 2025 concerning Performance Management of the Employees of the Prosecution Service of the Republic of Indonesia, which emphasizes the importance of managing apparatus performance based on professionalism.

Tabel 1. Percentage of General Criminal Case Handling Stages at the High Prosecution Office of North Sumatra

Phase	Cases			Completed			Percentage		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
SPDP	13.489	18.900	7.298	15.431	16.357	7.540	94,50%	94,25	92,20
Pre-Prosecution	13.133	13.943	3.235	13.489	12.584	3.569			
Prosecution	12.079	12.488	6.892	13.133	12.074	7.540			
Execution	11.085	11.070	3.523	11.085	11.426	3.837			

Data on the performance of the High Prosecution Office of North Sumatra from 2022 to 2024 (Kejaksaan Tinggi Sumatera Utara, 2021, 2022, 2023, 2024) reveals a declining trend in the overall case-handling success rate across various stages, including the Notification of Investigation Commencement, Pre-Prosecution, Prosecution, and Execution. The overall performance achievement, which stood at 94.50% in 2022, dropped by 0.25% to 94.25% in 2023, and experienced a further decrease of 2.05% to reach 92.20% in 2024. This cumulative performance decline of 2.30% over the period underscores a critical reduction in work effectiveness among State Civil Apparatus personnel across all operational tiers within the jurisdiction of the High Prosecution Office of North Sumatra.

To address this downward trend, enhancing digital literacy and self-efficacy among employees emerges as a strategic imperative. Adequate digital literacy is essential for leveraging information technology to streamline case management, while high self-efficacy fosters the professional confidence needed to navigate complex legal dynamics. Consequently, integrating both factors serve as a fundamental strategy for driving continuous performance improvement within the Prosecution Service.

LITERATURE REVIEW

Resource Based View (RBV)

According to Jay Barney (1991), the Resource-Based View (RBV) is a strategic management theory explaining that a firm's competitive advantage stems from its internal resources and capabilities. Barney posits that a company can achieve a sustainable competitive advantage if it possesses resources that are valuable, rare, inimitable, and non-substitutable, a framework widely known as the VRIN criteria. Through this framework, Barney asserts that only strategic resources satisfying these VRIN characteristics can provide a firm with a long-term competitive edge.

Performance

Performance reflects an individual's level of success in fulfilling tasks and responsibilities to support the achievement of organizational objectives. Performance evaluation extends beyond mere outputs to encompass workplace behaviors and operational processes. According to Robbins (2023), performance dimensions include personal productivity, work quality and quantity, timeliness, and organizational commitment. Performance itself is shaped by various internal and external factors, such as individual capabilities, motivation, role perception, resource adequacy, and a supportive work environment. Correspondingly, (Robbins & Judge, 2023) define job performance as the aggregate value an organization expects from an individual's total workplace behavior over a specified period.

Within the public sector context, Law No. 5 of 2014 concerning the State Civil Apparatus conceptualizes Civil Servant performance as the work outcomes achieved by personnel within an organizational unit based on predetermined targets, timeframes, and resource allocations. This framework underscores that civil service performance must be quantifiable, aligned with strategic goals, and resource-efficient. Furthermore, (Republik Indonesia, 2019) establishes two core components of PNS performance evaluation: individual achievement against formal performance contracts and work behaviors reflecting core civil service values, such as integrity, professionalism, and service orientation. Conducted systematically, these periodic assessments form the legal and administrative basis for career advancement, merit recognition, professional development, and disciplinary actions.

Digital Literacy

In the era of rapid digital transformation, digital literacy has emerged as a crucial competency that extends beyond mere technical proficiency in operating digital tools to include critical reasoning and ethical judgment in information management. According to Douglas Kellner (2022, as cited in (Hildawati et al., 2024)), digital literacy is defined as the capability to access, analyze, evaluate, and utilize information generated and disseminated in digital formats. The swift advancement of digital technologies demands that individuals acquire modern competencies to effectively interpret, contextualize, and engage with digital media. However, these evolving demands are often insufficiently

matched by traditional practices that still rely on conventional paradigms, rendering them less responsive to ongoing socio-technological shifts.

Self-Efficacy

Self-efficacy is fundamentally associated with an individual's capacity to attain specific goals (Sihvo, Heilala, & Karkkainen, 2025, as cited in (Pujiati et al., 2025)). More specifically, Fort and Puget (2022, as cited in Pujiati, 2025) define self-efficacy as the degree of confidence an individual possesses regarding their ability to execute tasks necessary to achieve a given objective.

Work Discipline

Work discipline serves as a fundamental aspect of establishing productivity and operational order within an organizational environment. According to Rivai and Sagala (2013, as cited in (Dehotman, 2023)), work discipline functions as a managerial mechanism to foster employee awareness and adherence to organizational regulations. Beyond mere formal compliance, discipline encompasses an intrinsic motivation to voluntarily execute company policies. Consequently, work discipline reflects not only procedural compliance, but also an individual's personal responsibility and professional commitment to their work and organization.

H1: Work Discipline has a positive and significant effect on Employee Performance at the Tebing Tinggi District Attorney's Office.

A solid theoretical foundation for the empirical findings of (Manulang, 2023) which revealed that work discipline (particularly the dimensions of time adherence and responsibility) contributes 81.7% to employee performance – alongside research by (Rachmawati et al., 2025), can be established through Human Capital Theory (Becker, 1964). Within this theoretical framework, work discipline is conceptualized as a manifestation of behavioral capital and work ethics that complements an individual's technical hard skills. Demonstrating personal accountability and strict schedule compliance reflects the optimized management of time as a finite operational resource. Disciplined personnel effectively mitigate time-loss while directing their full productive capacity toward achieving organizational targets. Consequently, enhancing work discipline directly drives operational efficiency and elevates the overall quality of employee performance outputs.

H2: Digital Literacy has a positive and significant effect on Employee Performance at the Tebing Tinggi District Attorney's Office.

The empirical findings of (Huda et al., 2023) and (Adawiah & Nurhidayati, 2024) which establish a significant impact and a strong correlation between digital literacy and performance can be comprehensively elaborated through the theoretical lens of Human Capital Theory (Becker, 1964). Under this framework, digital literacy is conceptualized as a strategic human capital investment embodied in an individual's knowledge, skills, and abilities. Deep engagement with digital literacy in daily operational workflows enhances personal productive capacity, directly fostering organizational efficiency and driving innovation.

H3: Self-efficacy has a positive and significant effect on Employee Performance at the Tebing Tinggi District Attorney's Office.

The empirical consistency demonstrated by (Santri et al., 2023) and (Rachmawati et al., 2025) confirming that self-efficacy exerts a positive and significant effect on employee performance finds a robust theoretical foundation in Human Capital Theory (Becker, 1964). Within this theoretical paradigm, self-efficacy is conceptualized beyond a mere psychological attribute, serving as a core dimension of psychological capital that enhances an individual's accumulated knowledge and technical skill set. This intrinsic self-belief empowers employees to fully operationalize their intellectual capabilities, demonstrate resilience against workplace obstacles, and successfully execute complex tasks.

H4: Digital Literacy has a positive and significant effect on Work Discipline at the Tebing Tinggi District Attorney's Office.

The influence of work discipline (Dehotman, 2023) and the impact of digital literacy on employee efficiency and discipline (Liana et al., 2023) find a robust theoretical anchor in Human Capital Theory (Becker, 1964). From this theoretical lens, digital literacy is conceptualized as a strategic human capital investment manifested through specialized knowledge and technical capabilities. Proficient technological mastery not only heightens employee precision and technical capacity in information management, but also cultivates operational efficiency and heightened workplace awareness. When personnel possess high digital competence, work time allocation becomes systematically structured, technical bottlenecks are minimized, and adherence to digital Standard Operating Procedures is consistently maintained. Ultimately, this demonstrates that digital proficiency serves as an intrinsic catalyst that drives voluntary, measurable work discipline.

H5: Self-efficacy has a positive and significant effect on Work Discipline at the Tebing Tinggi District Attorney's Office.

Empirical insights from (Putra & Paryanti, 2023) emphasize the crucial role of enhancing self-efficacy among civil servants at the Secretariat of the Inspectorate General, Ministry of Manpower of the Republic of Indonesia, in driving workplace discipline. Elevated self-efficacy reinforces personal capability beliefs, enabling personnel to confidently accept managerial assignments and execute tasks with greater efficiency. From the perspective of Human Capital Theory, self-efficacy functions as a pivotal dimension of psychological capital that complements an employee's intellectual and technical competencies. The synergy between personal efficacy and perceived behavioral control fosters proactive work habits and operational timeliness. Ultimately, this intrinsic confidence cultivates internal work discipline, wherein target compliance and time adherence transcend mere regulatory obligations, becoming a reflection of professional accountability grounded in individual capability.

H6: Digital Literacy has a positive and significant effect on Employee Performance through Work Discipline at the Tebing Tinggi District Attorney's Office.

A comprehensive theoretical foundation for the empirical findings of (Syam et al., 2023) at the Secretariat of the Regional House of Representatives of West Sulawesi Province—which demonstrates that the interplay among a digital work environment, digital literacy, work discipline, and motivation directly drives superior employee performance—can be established through Human Capital Theory (Becker, 1964). From this theoretical viewpoint, digital literacy and employee work discipline represent concrete manifestations of human capital as well as psychological and behavioral capital investments. The mastery of digital instruments, reinforced by strict attendance compliance and intrinsic motivation, significantly multiplies individual productive capacity. Integrating these capabilities with technology-driven monitoring systems, such as the E-Performance application, establishes a structured mechanism for measurable time allocation and work efficiency. Consequently, digitally adept personnel equipped with a robust work ethic can leverage technological infrastructure to execute operational tasks with precision, timeliness, and accountability.

H7: Self-efficacy has a positive and significant effect on Employee Performance through Work Discipline at the Tebing Tinggi District Attorney's Office.

A solid theoretical foundation for the empirical findings of (Duta et al., 2024) which demonstrate that achieving peak performance relies heavily on work discipline (Hasibuan, 2016 as cited in (Nurhayati et al., 2025)) supported by self-efficacy, with work discipline confirming its role as a mediating variable—can be established through Human Capital Theory (Becker, 1964). Within this theoretical paradigm, self-efficacy functions as psychological capital that fosters an individual's intrinsic confidence in their capabilities. Nevertheless, this psychological capital does not automatically yield optimal performance outcomes without adherence to organizational standards and regulations. Work discipline acts as behavioral capital that bridges individual confidence into a structured, timely, and accountable operational workflow. When highly self-efficacious personnel operationalize their beliefs through disciplined workplace conduct, time allocation and organizational resources are utilized efficiently, ultimately driving optimal performance achievements.

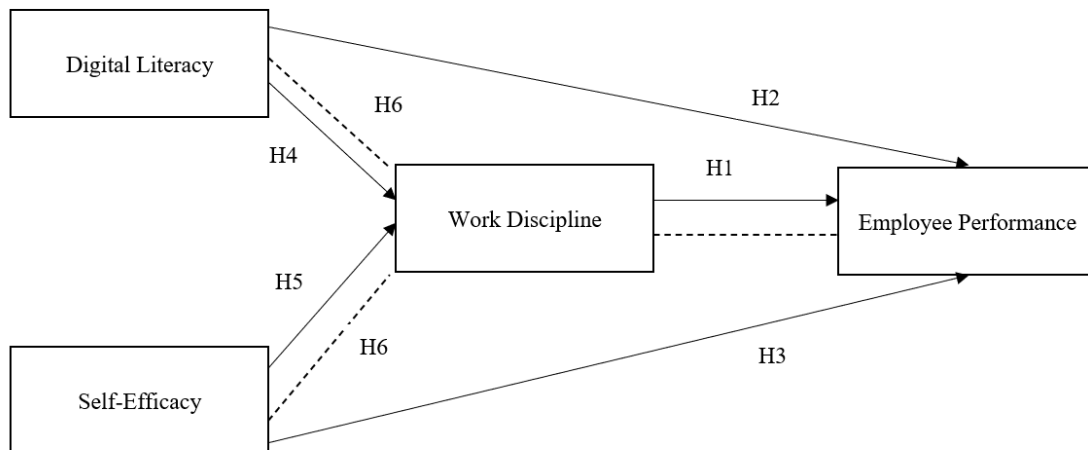


Figure 1. Conceptual Framework

METHODOLOGY

Analysis Model

This study adopts a quantitative approach utilizing an associative research design. In accordance with (Sugiyono, 2013), associative research aims to examine and analyze the relationships or influence among two or more variables. The operational design of this study encompasses Employee Performance as the dependent variable (Y), Work Discipline as the intervening or mediating variable (Z), and Digital Literacy (X_1) along with Self-Efficacy (X_2) as the independent variables

Time and Place

This study was conducted at the Tebing Tinggi District Prosecution Office, located on Jalan Yos Sudarso, Rambutan District, Tebing Tinggi City, North Sumatra Province. The research timeline spanned from April 2026 to June 2026.

Population and Sample

The population of this study comprises all active non-prosecutorial Civil Servants within the Tebing Tinggi District Prosecution Office, totaling 88 individuals. The population selection is grounded in the following inclusion criteria:

1. Employees are not currently in the Retirement Preparation Period.
2. Employees do not hold functional prosecutorial positions (non-prosecution staff).

Utilizing a Total Sampling (census) method based on these predetermined criteria, a final sample size of 55 employees within the Tebing Tinggi District Prosecution Office who met all specified inclusion criteria was established.

Research Data Type dan Collection Method

This study utilizes Primary Data directly gathered from selected respondents at the State Attorney's Office of Tebing Tinggi (Kejaksaan Negeri Tebing Tinggi) to address the research problems and test the proposed hypotheses. The data is collected using a questionnaire method, comprising 38 structured statement items designed to measure Digital Literacy, Self-Efficacy, Work Discipline, and Employee Performance among the participating employees at the research location.

PLS-SEM Analysis

The Partial Least Squares (PLS) method positions this variance-based structural equation modeling approach to effectively represent latent variables constructs that cannot be directly measured and thus require manifest variables or indicators as measurement instruments. The primary objective of the PLS technique is to assist researchers in estimating latent variable scores for predictive purposes within a research model. Conceptually, this analytical technique represents an advanced extension of the traditional path analysis approach.

RESULT AND DISCUSSION

Measurement Model Evaluation (Outer Model)

To evaluate a reflective measurement model, several criteria are assessed, including convergent validity, discriminant validity, composite reliability, and Cronbach's alpha across indicator blocks. The core principle of convergent validity posits that indicators measuring the same underlying construct should be strongly correlated. In SmartPLS analysis, this validity is established when outer loading values exceed the recommended threshold of 0.70.

Table 2. Loading Factors Result

No.	Work-Discipline	Employee Performance	Digital Literacy	Self-Efficacy
WD2	0.706			
WD3	0.771			
WD7	0.842			
WD8	0.825			
WD9	0.785			
EP5		0.721		
EP6		0.859		
EP7		0.894		
EP8		0.820		
EP9		0.783		
LD2			0.922	
DL3			0.907	
DL4			0.901	

DL5			0.862	
DL8			0.879	
SE5				0.834
SE6				0.805
SE7				0.849
SE9				0.799

The results in Table 2 indicate that the majority of variable indicators exhibit outer loading values exceeding 0.5. Outer loading values above 0.7 are considered sufficient to satisfy the requirements for convergent validity. Based on these criteria, all indicators in this model are declared valid and suitable for further empirical analysis.

Table 3. Average Variance Extracted Score

	Average Variance Extracted (AVE)
Work Discipline	0,620
Employee Performance	0,668
Digital Literacy	0,800
Self-Efficacy	0,693

Table 3 indicates that the Average Variance Extracted (AVE) values for each construct in the final model exceed the 0.50 threshold. Consequently, the estimated structural equation model satisfies the requirements for convergent validity.

Table 4. Heterotrait-Monotrait Ratio

	Work Discipline	Employee Performance	Digital Literacy	Self-Efficacy
Work Discipline				
Employee Performance	0,33			
Digital Literacy	0,196	0,224		
Self-Efficacy	0,355	0,350	0,213	

The test results in Table 4 indicate that all Heterotrait-Monotrait Ratio (HTMT) values between constructs remain below the 0.90 threshold. Consequently, it can be concluded that all constructs in this study satisfy the discriminant validity criteria based on the HTMT approach.

Tabel 5. Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Work Discipline	0,848	0,875	0,890
Employee Performance	0,875	0,891	0,909
Digital Literacy	0,939	0,967	0,952
Self-Efficacy	0,890	0,905	0,919

The analysis presented in Table 5 demonstrates that all constructs possess Cronbach's Alpha and Composite Reliability values exceeding the 0.70 threshold. Consequently, it can be concluded that all constructs in this study are reliable, as they satisfy the required reliability criteria.

Table 6. R-Square

	R-Square	R-Square Adjusted
Work Discipline	0,167	0,135
Employee Performance	0,195	0,147

Based on the R^2 values shown in Table 6, Work Discipline yields an R^2 value of 0.167. This indicates that Digital Literacy and Self-Efficacy account for 16.7% of the variance in Work Discipline, while the remaining 83.3% is influenced by other factors outside this study. Meanwhile, Employee Performance has an R^2 value of 0.195, meaning that Digital Literacy and Self-Efficacy explain 19.5% of the variance in Employee Performance, with the remaining 80.5% attributed to other external factors.

Table 7. F-Square

	Work Discipline	Employee Performance	Digital Literacy	Self-Efficacy
Work Discipline		0,028		
Employee Performance				

Digital Literacy	0,060	0,057		
Self-Efficacy	0,158	0,092		

Based on Table 7, Self-Efficacy on Work represents the most influential relationship in the structural model with a medium effect size, contributing the most to the model's explanatory power. In contrast, all remaining relationships demonstrate small effect sizes, including Digital Literacy on Work Discipline (categorized as small), Digital Literacy on Employee Performance, and Self-Efficacy on Employee Performance. Overall, the influence of Work Discipline on Employee Performance yields the lowest impact, indicating that while Self-Efficacy plays a central role in strengthening discipline, direct structural contributions toward overall employee performance across the variables remain relatively minor.

Table 8. Q² Predictive Relevance

	Q² Predict	RMSE	MAE
Work Discipline	0,067	0,992	0,872
Employee Performance	0,077	0,983	0,839

Based on the Q² Predictive values in Table 8, both Work Discipline (Q² = 0.067) and Employee Performance (Q² = 0.077) exceed the zero threshold, confirming that the structural model possesses strong predictive relevance. Furthermore, the accompanying RMSE and MAE metrics reflect low prediction error, demonstrating the high accuracy and stability of the model's predictive capabilities.

Table 9. Path Coefficient (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values	Hypothesis
Work Discipline -> Employee Performance	0,163	0,166	0,161	1,018	0,309	Rejected
Digital Literacy -> Work Discipline	-0,225	-0,242	0,136	1,651	0,099	Rejected
Digital Literacy -> Employee	-0,221	-0,217	0,152	1,450	0,147	Rejected

Performance						
Self-Efficacy - > Work Discipline	0,365	0.384	0,131	2,781	0,005	Accepted
Self-Efficacy - > Work Discipline	0,294	0,307	0,145	2,207	0,043	Accepted

H1: Work Discipline has a positive and significant effect on Employee Performance at The Tebing Tinggi District Attorney's Office.

Work Discipline exerts a positive yet statistically non-significant influence on Employee Performance, as indicated by an Original Sample path coefficient (O) of 0.163 and a P-Values of 0.309, which exceeds the standard 0.05 significance threshold.

H2: Digital Literacy has a positive and significant effect on Employee Performance at the Tebing Tinggi District Attorney's Office.

Digital Literacy demonstrates a negative yet statistically non-significant influence on Work Discipline, as evidenced by an Original Sample path coefficient (O) of -0.225 and a P-Values of 0.099, which exceeds the standard 0.05 significance threshold.

H3 : Self-efficacy has a positive and significant effect on Employee Performance at the Tebing Tinggi District Attorney's Office.

Digital Literacy demonstrates a negative yet statistically non-significant influence on Employee Performance, as indicated by an Original Sample path coefficient (O) of -0.221 and a P-values of 0.147, which exceeds the standard 0.05 significance threshold.

H4: Digital Literacy has a positive and significant effect on Work Discipline at the Tebing Tinggi District Attorney's Office.

Self-Efficacy demonstrates a positive and statistically significant influence on Work Discipline, as evidenced by an Original Sample path coefficient (O) of 0.365 and a P-values of 0.005, which falls below the standard 0.05 significance threshold.

H5: Self-efficacy has a positive and significant effect on Work Discipline at the Tebing Tinggi District Attorney's Office.

Self-Efficacy exerts a positive and statistically significant influence on Employee Performance, as reflected by an Original Sample path coefficient (O) of 0.294 and a P-values of 0.043, which falls below the standard 0.05 significance threshold.

Table 10. Path Coefficient (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values	Hypothesis
--	---------------------------	-----------------------	----------------------------------	----------------------------	-------------	------------

Digital Literacy -> Work Discipline -> Employee Performance	-0,037	-0,042	0,049	0,747	0,455	Rejected
Self-Efficacy -> Work Discipline -> Employee Performance	0,060	0,061	0,068	0,880	0,379	Rejected

H6: Digital Literacy has a positive and significant effect on Employee Performance through Work Discipline at the Tebing Tinggi District Attorney's Office.

This mediating pathway demonstrates a negative and statistically non-significant effect, as evidenced by an Original Sample path coefficient (O) of -0.037 and a P-values of 0.455, which substantially exceeds the standard 0.05 significance threshold.

H7: Self-efficacy has a positive and significant effect on Employee Performance through Work Discipline at the Tebing Tinggi District Attorney's Office.

This mediating pathway demonstrates a positive yet statistically non-significant effect, as indicated by an Original Sample path coefficient (O) of 0.060 and a P-value of 0.379, which exceeds the standard 0.05 significance threshold.

Based on the overall path coefficient and mediation analyses, the empirical findings reveal that Self-Efficacy serves as the primary statistical driver within the research model. It exerts a positive and statistically significant direct influence on both Work Discipline (O = 0.365, p = 0.005) and Employee Performance (O = 0.294, p = 0.043). These results demonstrate that higher individual self-efficacy substantially reinforces disciplinary behavior while directly enhancing overall job performance. In contrast, Digital Literacy fails to exhibit a statistically significant direct impact on either Work Discipline (O = -0.225, p = 0.099) or Employee Performance (O = -0.221, p = 0.147), showing unexpected negative path directions that remain statistically negligible.

Furthermore, the structural evaluation indicates that Work Discipline does not act as a statistically significant independent driver or mediating mechanism in this model. Its direct relationship with Employee Performance is positive yet statistically non-significant (O = 0.163, p = 0.309). Consequently, both indirect pathways—the mediation of Work Discipline between Digital Literacy and Employee Performance (O = -0.037, p = 0.455) as well as between Self-Efficacy and Employee Performance (O = 0.060, p = 0.379) are statistically non-significant. In summary, while Self-Efficacy directly elevates both workplace discipline and performance outcomes, Work Discipline does not mediate the structural effects on Employee Performance, highlighting the paramount

importance of direct psychological self-efficacy over digital literacy or rule adherence alone.

CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the empirical findings demonstrate that self-efficacy serves as the primary driver within the structural model, exercising a positive and statistically significant direct impact on both work discipline and overall employee performance. This indicates that an employee's psychological self-belief and confidence in their capabilities are essential for fostering disciplined behavior and achieving superior job outcomes. Conversely, digital literacy does not significantly influence either work discipline or employee performance, revealing that technical digital skills alone do not automatically translate into higher productivity or stronger rule adherence. Furthermore, work discipline neither directly drives employee performance in a significant manner nor acts as a meaningful bridge connecting digital literacy or self-efficacy to overall work performance. Ultimately, the model underscores that direct psychological empowerment through self-efficacy outweighs mere compliance or technical capability in enhancing employee outcomes.

FURTHER STUDY

Despite offering valuable empirical insights, this study possesses several theoretical and methodological limitations that should be acknowledged. First, the structural model relied on a restricted set of variables—specifically Digital Literacy, Self-Efficacy, and Work Discipline which only partially explain the overall variance in Employee Performance. Crucial contextual and psychological factors, such as transformational leadership, organizational culture, job stress, and work engagement, were not included in the model, potentially leaving key determinants of performance unexamined. Furthermore, the unexpected negative direction between digital literacy and performance suggests that unobserved underlying factors, such as techno-stress or digital overload, may be operating within the research setting.

Second, methodological constraints regarding data collection and sample scope limit the generalizability of the findings. Because the study was conducted within a specific organizational setting, the results may reflect localized operational conditions or administrative cultures that cannot be directly generalized to other sectors or industries. Additionally, the cross-sectional design captures employee perceptions at a single point in time, preventing the observation of long-term behavioral shifts or definitive causal relationships. Lastly, reliance on self-reported survey data introduces the possibility of response bias, as participants may tend to overreport positive behaviors like self-efficacy and discipline.

REFERENCES

- Adawiah, A., & Nurhidayati, A. (2024). Pengaruh Literasi Digital Terhadap Kinerja Tenaga Kependidikan Pada Universitas Lamappapoleonro. *Jurnal Ilmiah Metansi (Manajemen Dan Akuntansi)*, 7(2), 436–446. <https://doi.org/10.57093/metansi.v7i2.339>

- Dehotman, K. (2023). Relation of Working Discipline and Employee Performance. *International Journal of Applied Management and Business*, 1(2), 60–66. <https://doi.org/10.54099/ijamb.v1i2.689>
- Duta, M. R. R., Apriono, M., & Sumani. (2024). The Effect of Self efficacy and Compensation on Work Discipline in Improving Employee Performance in PDAM Tirta Mahameru in Lumajang District. *ABM: International Journal of Administration, Business and Management E-ISSN*, 7(2), 220–223.
- Hildawati, Haryani, Umar, N., Suprayitno, D., Mukhlis, I. R., Sulistyowati, D. I. D., Budiman, Y. U., Saktisyahputra, Ginting, T. W., Faisal, Thomas, A., Sampebua, M. R., Susiang, M. I. N., & Judijanto, L. (2024). *LITERASI DIGITAL Wawasan Cerdas Dalam Perkembangan Dunia Digital Terkini* (Efitra & I. K. Sari, Eds.; 1st ed.). Green Pustaka Indonesia. www.greenpustaka.com
- Huda, N., Pratiwi, A., & Munandar, A. (2023). PENGARUH LITERASI KEUANGAN DAN LITERASI DIGITAL TERHADAP KINERJA UMKM KOTA BIMA. *Jurnal Bisnis Net*, (1), 6.
- Kejaksanaan Tinggi Sumatera Utara. (2021). *Laporan Akuntabilitas Kinerja Instansi Pemerintah Kejaksanaan Tinggi Sumatera Utara Triwulan IV Tahun 2021*. www.kejatisumaterautara.kejaksanaan.go.id
- Kejaksanaan Tinggi Sumatera Utara. (2022). *Laporan Akuntabilitas Kinerja Instansi Pemerintah Kejaksanaan Tinggi Sumatera Utara Triwulan IV Tahun 2022*.
- Kejaksanaan Tinggi Sumatera Utara. (2023). *Laporan Akuntabilitas Kinerja Instansi Pemerintah Kejaksanaan Tinggi Sumatera Utara Triwulan IV Tahun 2023*.
- Kejaksanaan Tinggi Sumatera Utara. (2024). *Laporan Akuntabilitas Kinerja Instansi Pemerintah Kejaksanaan Tinggi Sumatera Utara Triwulan IV Tahun 2024*.
- Liana, Y., Kolo, N., Salim, A., & Lating, A. (2023). KOMPETENSI DIGITAL, DISIPLIN KERJA DAN MOTIVASI KERJA TERHADAP KINERJA KARYAWAN PERUSAHAAN INDAH LOGISTIK PEKANBARU. *Jurnal Bening Prodi Manajemen Universitas Riau Kepulauan Batam*, 10, 50–60.
- Manulang, M. (2023). Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Deli Serdang. *INNOVATIVE: Journal of Social Science Research*, 3, 9352–9365.
- Nurhayati, N. A., Hadiyanti, S. U. E., & Anitra, V. (2025). The Influence of Work Discipline on Employee Performance at the Samarinda City Manpower Office. *International Journal Administration, Business & Organization*, 6(2), 39–52. <https://doi.org/10.61242/ijabo.25.509>

- Pujiati, H., Feani, D. P., & Cahaya, Y. F. (2025). Self-Efficacy, engagement, and spiritual intelligence on performance via OCB among Jakarta educators. *Annals of Human Resource Management Research*, 5(1), 43–59. <https://doi.org/10.35912/ahrmr.v5i1.2861>
- Putra, I. A., & Paryanti, A. B. (2023). PENGARUH MOTIVASI KERJA DAN SELF-EFFICACY TERHADAP DISIPLIN KERJA PEGAWAI APARATUR SIPIL NEGARA SEKRETARIAT INSPEKTORAT JENDERAL KEMENTERIAN KETENAGAKERJAAN REPUBLIK INDONESIA. In *JIMEN Jurnal Inovatif Mahasiswa Manajemen* (Vol. 4, Number 1).
- Rachmawati, T. N., Prayekti, & Wiyono, G. (2025). PENGARUH EFIKASI DIRI, DISIPLIN KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DENGAN MOTIVASI KERJA SEBAGAI MEDIASI PADA BLPT YOGYAKARTA. *Relasi: Jurnal Ekonomi*, XXI(1), 124–146.
- Republik Indonesia. (2019). *Peraturan Pemerintah Republik Indonesia Nomor 30 Tahun 2019 Tentang Penilaian Kinerja Pegawai Negeri Sipil*.
- Robbins, S. P. ., & Judge, Tim. (2023). *Organizational behavior*. Pearson.
- Santri, P. D. S., Verawati, D. M., & Giovanni, A. (2023). PENGARUH SELF-EFFICACY, SELF-ESTEEM DAN EMPLOYEE ENGAGEMENT TERHADAP KINERJA KARYAWAN PADA PERUSAHAAN DAERAH AIR MINUM KOTA MAGELANG. *Among Makarti*, 16, 64–77.
- Sugiyono. (2013). *METODE PENELITIAN KUANTITATIF, KUALITATIF DAN R&D*.
- Syam, S., Tahir, Muh., & Hajjad, M. N. (2023). Examining the Effects of Technology and Discipline on Productivity in the Workplace. *Jurnal Manajemen Bisnis*, 10(2), 490–498. <https://doi.org/10.33096/jmb.v10i2.629>