

## The Impact of Digital Literacy and Communication on Employee Performance via Work Motivation

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### ABSTRACT

Digital transformation demands that organizations strengthen their digital literacy culture and internal communication to enhance workforce performance. This research investigates the impact of digital literacy culture and communication on employee performance, with work motivation serving as a mediating variable. Using a quantitative method, data were collected from 45 employees via a Likert-scale survey. Structural Equation Modeling (SEM) with Partial Least Squares (PLS) version 4.0 was employed for data analysis. Findings reveal that digital literacy culture and communication both have substantial positive effects on workforce performance, with path coefficients of 0.292 and 0.331, respectively. Additionally, work motivation significantly influences performance ( $\beta = 0.487$ ) and partially mediates the connections among the independent variables and workforce performance. This study highlights the essential significance of digital literacy culture in improving workforce performance through motivation. The results suggest that fostering digital skills and effective communication can boost motivation, ultimately leading to better performance. Organizations are advised to adopt strategies promoting digital literacy and communication to sustain performance improvements.

**Keywords:** Digital Literacy Culture; Digital Transformation; Employee Performance; Internal Communication; Work Motivation

## INTRODUCTION

Literacy of digital is defined as the ability and knowledge to proficiently navigate digital media, communication platforms, and networks to responsibly search for, assess, use, and generate accurate information. This skill set enables individuals to communicate and interact effectively in their daily lives. Existing literature highlights strong links between digital literacy, communication, Motivation of employees, and job performance. Such as, [Sahrazad et al. \(2022\)](#) emphasize that both digital literacy and effective communication are essential factors for enhancing employee productivity.

Effective organizational communication fosters stronger relationships among employees, facilitates information exchange, and cultivates a harmonious and productive work environment. Aligning with [Masyitah and Mahargiono's \(2021\)](#) findings that communication impacts work motivation. Enhancing employee competencies and digital literacy, alongside fostering motivation for continuous learning, is crucial for improving organizational performance ([Halimatusa'diah et al., 2024](#)).

Work motivation is an intrinsic driver that encourages individuals to achieve specific work-related goals. Highly motivated employees tend to exhibit better performance and productivity. [Rahmawati and Sultoni \(2024\)](#) emphasize that motivation significantly determines individual performance within organizations.

Digital literacy extends beyond technical skills; it also encompasses ethical technology use, problem-solving through digital tools, and adaptability to evolving technologies ([Ratri et al., 2023](#)). In accordance with [Putri et al. \(2024\)](#), cultivating a digital culture is essential for improving employee performance. At PT Karya Cipta Elprima, which heavily relies on information technology in daily operations, advancing digital literacy is critical to enhance work efficiency, streamline communication, and support informed decision-making.

Organizational communication is fundamental in establishing effective interactions between the management team and the employees. Effective communication fosters a positive work environment, improves teamwork, and minimizes misunderstandings that may hinder performance ([Hayati & Susetyo, 2020](#)). Clear communication channels enable efficient information flow, facilitating timely strategic decisions and boosting employee productivity. Furthermore, it supports optimal utilization of digital technologies and information systems.

The interplay between digital literacy, communication, and work motivation mutually reinforces employee performance. For companies like PT Karya Cipta Elprima facing digital transformation challenges, understanding how these factors interact is vital for achieving optimal performance outcomes.

This study aims to examine the influence of digital literacy culture and internal communication concerning employee performance, with work motivation as a mediating variable. The significance of this research lies in addressing the urgent need for organizations to adapt to digital transformation by cultivating digital competencies and strengthening communication to sustain competitiveness. The novelty of this study is its integration of digital literacy culture, internal communication, and work motivation into a single model of employee performance, which has not been widely explored in previous research. As emphasized by [Halimatusa'diah et al. \(2024\)](#), digital literacy enhances decision-making efficiency, adaptability to technological changes, and job satisfaction, thereby improving output quality. Building on this foundation, the findings of this research are expected to contribute both theoretically, by enriching the literature on digital-era

human resource management, and practically, by providing organizations with insights into strategies for enhancing workforce performance through digital literacy development, effective communication, and motivation-driven approaches.

## **LITERATURE REVIEW**

### **Workforce Performance**

Workforce performance is understood as the results employees achieve while carrying out their tasks and responsibilities in line with organizational standards, including factors such as quality, quantity, timeliness, and the attitudes and behaviors displayed during work. [Masyitah and Mahargiono \(2021\)](#) highlight that effective communication and a helpful work environment are key contributors to improving employee performance. Effective communication clarifies goals, fosters stronger interpersonal relationships, and improves mutual understanding, whereas a positive work environment increases motivation and job satisfaction. Furthermore, [Putri et al. \(2024\)](#) underscore the significance of fostering a digital culture that encourages adaptability and innovation, positively influencing employee motivation and overall performance.

[Sundararajan et al. \(2020\)](#) explain that employee performance is largely influenced by how employees respond to their working conditions and the support they receive. They emphasize that employee productivity is crucial for organizational success, as low performance can present significant challenges. The study highlights the importance of organizational culture—which includes shared values, behaviors, and a collective vision—in shaping a work environment that positively affects job satisfaction and employee output. Moreover, factors such as support from supervisors and colleagues, rewards, and overall working conditions play a vital role in determining employee performance.

[Ferdian and Rahmawati \(2020\)](#) define performance as the level of success of an individual or group in accomplishing tasks and responsibilities and achieving predetermined goals and standards. Based on this definition and prior research, performance can be understood as the work results produced by individuals or groups in organizations based on their authority and responsibilities, aligned with legal, ethical, and competency standards.

According to [Suprpto et al. \(2022\)](#), the term employee performance refers to the extent to which employees effectively and efficiently accomplish the duties and obligations entrusted to them in order to meet organizational goals. Performance is reflected in measurable outcomes such as output and job quality, discipline, and adherence to daily job duties.

### **Digital Literacy Culture**

Digital literacy culture is described as the capacity to access, comprehend, and effectively apply digital technologies and information for personal, social, and professional purposes ([Fuada et al., 2025](#)). This culture involves fostering positive attitudes and behaviors toward productive technology use, which includes skill enhancement, information seeking, online collaboration, and awareness of digital ethics and information security. Moreover, it supports critical assessment of the credibility of online information sources and encourages responsible use of digital technologies.

According to [Rustariyuni et al. \(2022\)](#), digital technology is defined as the implementation of digital innovations and tools—such as online platforms, mobile applications, and digital infrastructure—that facilitate the delivery of services in an efficient and effective manner.

### **Communication**

Communication within organizations serves as the process of conveying information among members to achieve mutual understanding and influence behavior (Makmun et al., 2022). It involves verbal and non-verbal channels and is essential for enhancing work motivation and employee performance. Arnawa and Heryanda (2021) stress that effective communication between superiors and subordinates increases motivation, which subsequently improves performance. Similarly, Ambarwati et al. (2024) assert that effective communication fosters positive working relationships, thereby enhancing employee performance.

According to Wijerathna et al. (2020), communication is described as the procedure of delivering information effectively and efficiently to rural communities through appropriate technologies. Communication is understood not merely as the act of transmitting messages, but also includes the accessibility, comprehension, and acceptance of information by the recipients. It serves as a bridge to close the information gap between the source and the users, enabling them to acquire practical knowledge in a manner that is accessible, timely, and cost-effective.

### **Work Motivation**

Work motivation refers to the internal force that shapes the direction, strength, and consistency of an individual's behavior in the workplace (Rahmawati & Sultoni, 2024). Basyid (2024) and Esiuarni et al. (2024) support the view that motivation is a key driver for individuals to achieve goals and improve work performance. Therefore, motivation enables employees to adapt and perform optimally in their roles.

According to Suprpto et al. (2022), work motivation is an internal motivation that affects workers' attitudes and behaviors in performing their tasks, which in turn enhances their performance. Motivation at work is essential for fostering enthusiasm and commitment, enabling employees to work more optimally and productively. Their study highlights that motivation has a dominant impact on worker performance, indicating that higher motivation leads to better work outcomes.

### **Hypotheses Development**

#### ***The Impact of Digital Literacy Culture on Employee Performance***

The culture of digital literacy, which encompasses the competence to access, evaluate, and ethically engage with digital technologies, is an essential contributor to employee performance enhancement. Fauziah et al. (2023) emphasize that cultivating a digital work environment fosters greater efficiency, innovation, and productivity. Consequently, employees equipped with strong digital literacy are likely to demonstrate improved performance. Thus, the proposed hypothesis is:

H1: There is a favorable relationship between digital literacy culture and workforce performance.

#### ***The Effect of Effective Communication on Employee Performance***

Communication is vital for coordination, decision-making, and performance improvement within organizations. According to Arnawa & Heryanda (2021) and Sartono et al. (2023), effective communication plays a vital part in improving employee performance. Therefore, the hypothesis is proposed as detailed below:

H2: Communication positively influences the performance of employees.

#### ***The Impact of Digital Literacy Culture on Work Motivation***

Digital literacy culture fosters confidence, independence, and adaptability to technological changes, thereby positively affecting work motivation (Dahman et al., 2023; Halimatusa'diah et al., 2024). Employees who possess strong digital literacy skills are generally more driven to enhance their learning and boost efficiency, which in turn supports better organizational performance. Therefore, the hypothesis is:

H3: Work motivation is positively influenced by digital literacy culture.

#### ***The Influence of Communication on Work Motivation***

Effective organizational communication creates clarity, strengthens relationships, and builds employee engagement, which enhances motivation (Makmun et al., 2022; Purnomo et al., 2016). Clear communication channels enhance coordination and strengthen employee commitment, thereby supporting the following hypothesis:

H4: Communication positively influences work motivation.

#### ***The Impact of Work Motivation on Employee Performance***

Employee drive is fueled by work motivation, enthusiasm, and commitment, positively influencing performance (Wijaya et al., 2023). Herzberg's theory and expectancy theory further support that motivation enhances job satisfaction and performance outcomes. Therefore, the hypothesis is:

H5: Work motivating others has a favorable impact on the performance of employees.

#### ***The Impact of Digital Literacy Culture on the Performance of Employees with Work Motivation Serving as a Mediator***

Studies by Dahman et al. (2023) and Halimatusa'diah et al. (2024) prove that digital literacy enhances employee motivation, which subsequently improves performance, indicating a mediating role of motivation. Thus, the hypothesis is:

H6: Work motivation serves as a mediator in the effect of digital literacy culture on employee performance.

#### ***The Impact of Worker Performance and the Role of Communication on Workplace Motivation as a Mediating Factor***

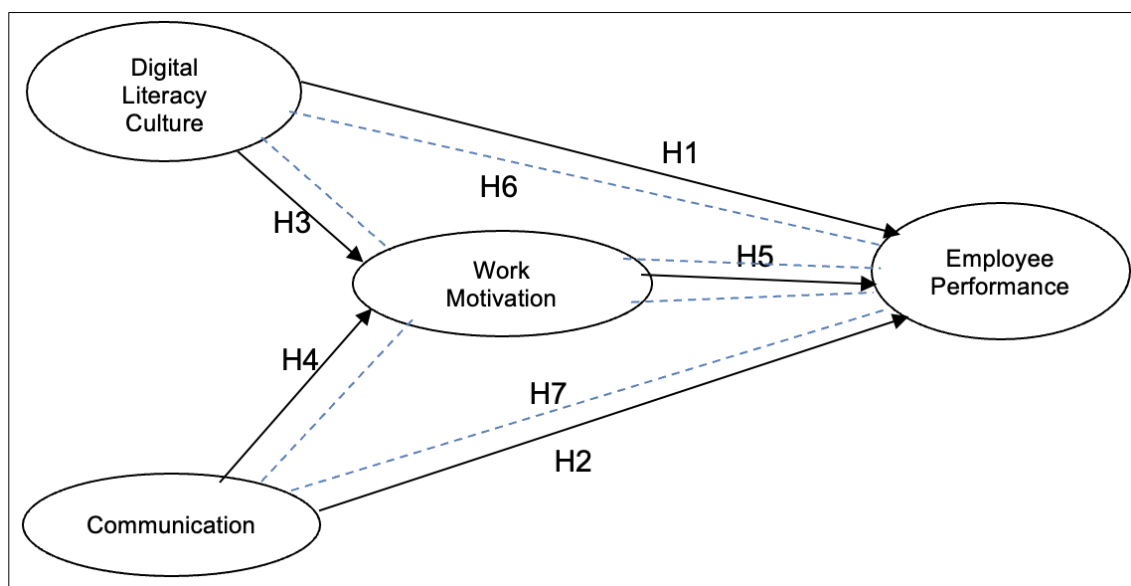
Hezki & Ridwan (2024) and Makmun et al. (2022) found that communication positively influences motivation, which mediates its effect on performance. Effective communication improves coordination and working relationships, supporting this mediating effect. Hence:

H7: Work motivation serves as an intermediary between communication and employee performance.

#### **Study Framework**

The model for this study, grounded on the proposed hypothesis, is depicted in Figure 1.

**Figure 1.** Analytical Model



## RESEARCH METHOD

This research adopts a quantitative method involving method that is both descriptive and analytical. The objective is to evaluate the impact of digital literacy culture, communication, work motivation, and employee performance, with work motivation acting as a mediating variable. The study explores the relationships among the variables as outlined in the proposed hypotheses.

Data collection, analysis, and reporting of research procedures (Esisuarni et al., 2024). This study uses a quantitative method to test and analyze the influence of variables, where sampling is conducted from the studied population, and to describe how the variables are related by conducting hypothesis testing (Purnomo et al., 2016). A process of discovering knowledge that uses numerical data as a means of examining data regarding what is being investigated (Wijaya et al., 2023).

### Survey Population and Chosen Sample

The population consists of the whole group from which data will be gathered in a study. According to Sugiyono (2017), a population is made up of objects or subjects possessing specific attributes and features identified by the researcher for examination and conclusion. In this study, the total population comprises 45 employees.

### Instrument Test

According to Sugiyono (2017), validity testing is used to measure the accuracy of the measurement tools employed to collect data. A valid instrument means that the measurement tool used to obtain data (measure) is valid. Validity indicates the degree to which an instrument provides accurate measurements of the concept it is designed to assess. A study is deemed valid when the data gathered align consistently with the actual conditions of the subject being examined. The measurement criteria according to Sugiyono (2017) are as follows: If the correlation coefficient ( $r$ ) is positive and  $r > 0.30$ , the questionnaire item is considered valid. If the correlation coefficient ( $r$ ) is positive but  $r < 0.30$ , the questionnaire item is considered invalid.

According to Sugiyono (2017), reliability testing is conducted to assess the consistency of measurement results over multiple trials are repeated two or more times on the same phenomenon utilizing the same measurement instrument. This test is used to assess how trustworthy or reliable the measurement results are. It also evaluates whether

respondents can accurately reveal the data related to the research variables. Reliability calculation uses Cronbach's alpha analysis technique, where an  $\alpha$  value greater than 0.60 is considered reliable.

### **Data Analysis Method**

The purpose of employing methods of descriptive analysis is to gather information about the traits of research participants from a variety of sources, including age, gender, education, and length of service, which are displayed as a mean, percentage, or frequency. Descriptive analysis is also used to illustrate respondents' perceptions of the indicators for each research variable, based on the tendency of their responses to the items in the research instrument. Each indicator is described in terms of frequency, percentage, or mean. Through this descriptive analysis, an overview of respondents' perceptions of the indicators reflecting the studied variables can be obtained.

The method of inferential analysis applied in this research employs SmartPLS to test concurrently the measuring model and the structural model, depending on the available data from 45 distributed questionnaires. According to Ghozali (2014), to test the hypotheses and produce a model that is considered fit, this study employs Structural Equation Modeling utilizing a variance-based or component-based methodology through Partial Least Squares (PLS). When the structural model to be analyzed meets the criteria of a recursive model and the latent variables include formative, reflective, or mixed indicators, the most suitable approach is selected accordingly to use PLS.

In PLS, the structural model representing the relationships between latent variables is referred to as the inner model, while the measurement model (which can be reflective or formative) is known as the outer model. On the other hand, in SEM, the distinction between the two is not explicitly made. However, the term overall model is used to describe the entire model, which represents a combination of the structural model (connections between latent variables), and the study employed confirmatory factor analysis to examine the measurement model (CFA).

## **RESULTS**

### **Respondents Characteristics**

**Table 1.** Respondents Characteristics

No	Characteristic	Total Respondents	Percentage (%)
1	Gender		
	a. Man	31	68,9
	b. Woman	14	31,1
Total		45	100
2	Years of Life		
	a. 26-34 years	9	20,0
	b. 35-40 years	17	37,8
	c. 41-49 years	8	17,8
	d. > 50 years	11	24,4
Total		45	100
3	Education Level		
	a. Senior High School	5	11,1
	b. Diploma	29	64,4
	c. Bachelor's Degree	11	24,4
Total		45	100
4	Work Experience		

	a. < 1 years	5	11,1
	b. 1-5 years	5	11,1
	c. 6-10 years	27	60,0
	d. > 10 years	8	17,8
Total		45	100

Based on data obtained from 45 respondents at PT Karya Cipta Elprima in [Table 1](#), demographic characteristics show that the majority of employees are male (68.9%), while only 31.1% are female. This reflects the male-dominated nature of the Mechanical, Electrical, and Plumbing (MEP) construction sector, where the industry is still dominated by male workers due to the technical and field-based nature of the work.

In terms of age, respondents were predominantly in the 35–40 age group (37.8%), followed by those over 50 (24.4%). These findings indicate that the company has a workforce in the productive age category, which is in line with the needs of the construction industry, which requires technical expertise and field experience. The productive age group (35–50 years old) dominates, indicating that the company has a stable workforce ready to meet the demands of digitalization.

The educational level of respondents was mostly at the diploma level (64.4%), while only 24.4% had a bachelor's degree. This reflects that companies prioritize practical expertise and technical skills over formal education. which is in line with operational needs in the MEP field.

In terms of tenure, the majority of respondents have been working for 6–10 years (60%), indicating a high level of employee loyalty and stability. This indicates that the company is able to retain its human resources, a valuable resource in a project-based industry.

### Validity Test

According to [Sugiyono \(2017\)](#), the purpose of validity testing is to verify the legitimacy of a questionnaire. An instrument is considered valid if it has a correlation coefficient value  $\geq 0.30$ . The findings of the validity provided are the test for the variables in [Table 2](#).

**Table 2.** Validity Test Outputs

No.	Variables	Indicators	Correlation Coefficient	Description
1	Digital Literacy Culture	X1.1	0.578	Valid
		X1.2	0.873	Valid
		X1.3	0.687	Valid
		X1.4	0.698	Valid
		X1.5	0.820	Valid
2	Communication	X2.1	0.948	Valid
		X2.2	0.861	Valid
		X2.3	0.924	Valid
		X2.4	0.893	Valid
		X2.5	0.924	Valid
3	Work Motivation	Y1.1	0.746	Valid
		Y1.2	0.838	Valid
		Y1.3	0.800	Valid
		Y1.4	0.733	Valid
		Y1.5	0.923	Valid
	Employee performance	Y2.1	0.858	Valid



No.	Variables	Indicators	Correlation Coefficient	Description
4		Y2.2	0.936	Valid
		Y2.3	0.884	Valid
		Y2.4	0.919	Valid
		Y2.5	0.898	Valid

Table 2 shows that all questionnaire items include corrected item correlation coefficients above 0.30, indicating that all statements used to measure the digital literacy culture variable are considered valid.

### Reliability Test

The consistency of the variables in this study was evaluated using Cronbach's alpha coefficient. The reliability test outcomes for the variables incorporated in the research model are shown in Table 3.

**Table 3.** Reliability Test Results

Variable	Cronbach Alpha	Description
Digital Literacy Culture (X1)	0.777	Reliable
Communication (X2)	0.948	Reliable
Work Motivation (Y1)	0.854	Reliable
Employee Performance (Y2)	0.940	Reliable

The reliability test results for the study variables, presented in Table 3, show that each variable's Cronbach's alpha coefficient exceeds 0.60. This suggests that all variables included in the research model are regarded as reliable.

### Outer Model Evaluation

The discriminant validity must then be evaluated. by contrasting the correlation between latent variables and the value of the square root of Average Variance Extracted (AVE) from each variable (Ghozali, 2014).

**Table 4.** Discriminant Validity Test

Variables	Digital Literacy Culture	Employee Performance	Communication	Work Motivation
Digital Literacy Culture	0.811			
Employee performance	0.598	0.896		
Communication	0.203	0.709	0.876	
Work Motivation	0.492	0.847	0.656	0.814

The discriminant validity test results presented in Table 4 reveal that the AVE values exceed 0.50, and the square roots of the mean variance extracted for all four latent variables are also higher than their correlations with other variables are also considered. Therefore, these findings demonstrate strong discriminant validity.

Convergent validity assesses how well indicators represent the intended constructs, which can be observed through outer loading values from the SmartPLS output. An indicator is regarded as valid when its outer loading exceeds 0.50 and the T-statistic is either higher than 1.96 or lower than 0.05 for the p-value.

**Table 5.** Convergent Analysis Examination

Variables	Indicators	Original Sample (O)	T statistics ( O/STDEV )	P Values
Digital Literacy Culture	X1.1	0.933	27.337	0.000
	X1.2	0.774	10.161	0.000
	X1.3	0.762	8.793	0.000
	X1.4	0.677	5.754	0.000
	X1.5	0.881	15.472	0.000
Communication	X2.1	0.959	60.850	0.000
	X2.2	0.838	12.076	0.000
	X2.3	0.762	8.536	0.000
	X2.4	0.866	12.418	0.000
	X2.5	0.943	38.348	0.000
Work Motivation	Y1.1	0.923	25.120	0.000
	Y1.2	0.821	10.630	0.000
	Y1.3	0.776	12.398	0.000
	Y1.4	0.770	8.014	0.000
	Y1.5	0.770	10.178	0.000
Employee Performance	Y2.1	0.924	23.232	0.000
	Y2.2	0.920	28.971	0.000
	Y2.3	0.847	14.982	0.000
	Y2.4	0.894	17.549	0.000
	Y2.5	0.895	17.814	0.000

Table 5 presents the outcomes of the assessment of the measurement model, confirming that all metrics utilized to assess the four research variables—Digital Literacy Culture (X1), Communication (X2), Work Motivation (Y1), and Employee Performance (Y2)—are valid and reliable.

For Digital Literacy Culture (X1), five indicators showed outer loading values ranging from 0.677 to 0.933, with T-statistics > 1.96 and p-values < 0.05. The strongest indicator was Employee Competence (X1.1), with a loading value of 0.933. Communication (X2) was also measured using five valid indicators, with outer loadings between 0.762 and 0.959; the highest contribution came from Clear Instruction Delivery (X2.1) with a loading of 0.959.

Similarly, Work Motivation (Y1) was represented by five valid indicators, with loadings ranging from 0.770 to 0.923. Among these, Physiological Needs (Y1.1) were the most dominant, with a loading value of 0.923. Finally, Employee Performance (Y2) was measured using five indicators, all valid, with loadings between 0.847 and 0.924. The most influential indicator was Work Quality (Y2.1), with a loading value of 0.924.

**Table 6.** Composite Reliability Results

Variables	Cronbach's Alpha	Composite Reliability (rho_c)
Digital Literacy Culture	0.865	0.904
Employee Performance	0.939	0.953
Communication	0.923	0.943
Work Motivation	0.871	0.907

The evaluation of composite reliability results in the measurement model in Table 6 demonstrates that the composite reliability values for the four latent variables exceed 0.70, indicating that the blocks of indicators are accurate in gauging the variables.

Based on the evaluation results of convergent and discriminant validity for each indicator, as well as the indicator blocks' composite reliability, it may be said that each latent variable's indicators are reliable and valid measurements.

### Inner Model Evaluation

The structural model was assessed using the Q<sup>2</sup> predictive relevance test, which measures the model's ability to predict the observed values. The Q<sup>2</sup> value is obtained from the coefficient of determination of all dependent variables.

The Q<sup>2</sup> value ranges from 0 < Q<sup>2</sup> < 1. The closer Q<sup>2</sup> is to 1, the better the model. This structural model includes two dependent variables, which are Work Motivation (Y<sub>1</sub>) and Worker Productivity (Y<sub>2</sub>), resulting in two coefficients of determination (R<sup>2</sup>) values that can be identified, serving as the foundation for determining the predicted relevance model for Q<sup>2</sup>.

**Table 7.** Structural Model Evaluation Results (Inner Model)

Structural Model	Dependent Variable	R-Square
1	Work Motivation (Y <sub>1</sub> )	0.565
2	Employee performance (Y <sub>2</sub> )	0.821
$Q^2 = 1 - [(1 - R_1^2)(1 - R_2^2)]$ $Q^2 = 1 - [(1 - 0.565)(1 - 0.821)] = 0.922$		

According to the data presented in Table 7, the performance value of Q<sup>2</sup> = 0.922 is close to 1; thus, the evaluation results indicate that the structural model demonstrates high goodness-of-fit. This outcome can be interpreted to mean that 92.2% the model can explain the portion of the data's information, while the rest remains unexplained, 7.8% is explained by error or additional factors not covered by the model.

### Hypothesis Testing Results

#### Direct Effects

To see the significance of the influence of digital literacy culture and communication on work motivation and its impact on performance, we can look at the original sample value, the significance value of the T statistic, and the P-values in the path coefficient output. The threshold for deciding whether to accept or reject the hypothesis is a P-value < 0.05 or a T statistic > 1.96. The following table shows the path coefficient results.

**Table 8.** Path Coefficient Results

Variables	Path Coefficient	T Statistics	P Value	Description
Digital Literacy Culture -> Employee performance	0.292	3.168	0.002	Significant
Digital Literacy Culture -> Work Motivation	0.375	4.351	0.000	Significant
Communication -> Employee performance	0.331	2.748	0.006	Significant
Communication -> Work Motivation	0.580	6.509	0.000	Significant
Work Motivation -> Employee performance	0.487	3.276	0.001	Significant

Table 8 presents the results of the hypothesis testing. Digital literacy culture was shown to have a favorable and significant effect on employee performance, with a path coefficient of 0.292, a T-statistic of 3.168 (T > 1.96), and a p-value of 0.002 (p < 0.05). Therefore, H1 is supported. Similarly, communication demonstrated a positive and significant impact on employee performance, with a path coefficient of 0.331, a T-statistic

of 2.748 ( $T > 1.96$ ), and a p-value of 0.006 ( $p < 0.05$ ). As such, H2 is accepted. In addition, digital literacy culture also had a positive and significant influence on work motivation, as indicated by a path coefficient of 0.375, a T-statistic of 4.351 ( $T > 1.96$ ), and a p-value of 0.000 ( $p < 0.05$ ). Thus, H3 is confirmed. Communication was also shown to significantly enhance work motivation, with a path coefficient of 0.580, a T-statistic of 6.509 ( $T > 1.96$ ), and a p-value of 0.000 ( $p < 0.05$ ). Therefore, H4 is supported. Lastly, work motivation was found to greatly and favorably impact worker performance, with a path coefficient of 0.487, a T-statistic of 3.276 ( $T > 1.96$ ), and a p-value of 0.001 ( $p < 0.05$ ), providing support for H5.

**Indirect Effects**

The following test will assess the intermediary function of work motivation on the indirect influence of digital literacy culture and communication on employee performance. The results of the analysis of the indirect influence in this study are presented in [Table 9](#).

**Table 9.** Recapitulation of Mediation Variable Test Results

No.	Mediation of Work Motivation Variables ( $Y_1$ )	Effect Coefficient				Description
		A	B	C	D	
1	Digital Literacy Culture -> Work Motivation -> Employee performance	0.236 (sig)	0.612(sig)	0.494(sig)	0.731(sig)	Partially Mediated
2	Communication -> Work Motivation -> Employee performance	0.265(sig)	0.718 (sig)	0.658(sig)	0.675(sig)	Partially Mediated

Note: Significance (Sig) = T statistic > 1.96 at  $\alpha = 5\%$

The findings of this study in [Table 9](#) reveal that work motivation serves as a partial mediating variable in the relationship between digital literacy culture and communication on employee performance. Considering the outcomes of the path analysis, the indirect effect of digital literacy culture on employee performance through work motivation was found to be 0.182 ( $p < 0.05$ ;  $t > 1.96$ ), while the direct effect remained significant at 0.292. These results support H6, confirming the presence of partial mediation. Similarly, communication demonstrated a significant indirect effect on employee performance through work motivation, with a coefficient of 0.282 ( $p < 0.05$ ;  $t > 1.96$ ), and a direct effect of 0.331. These findings support H7, also indicating partial mediation.

**Table 10.** Calculation of Direct, Indirect, and Total Effects

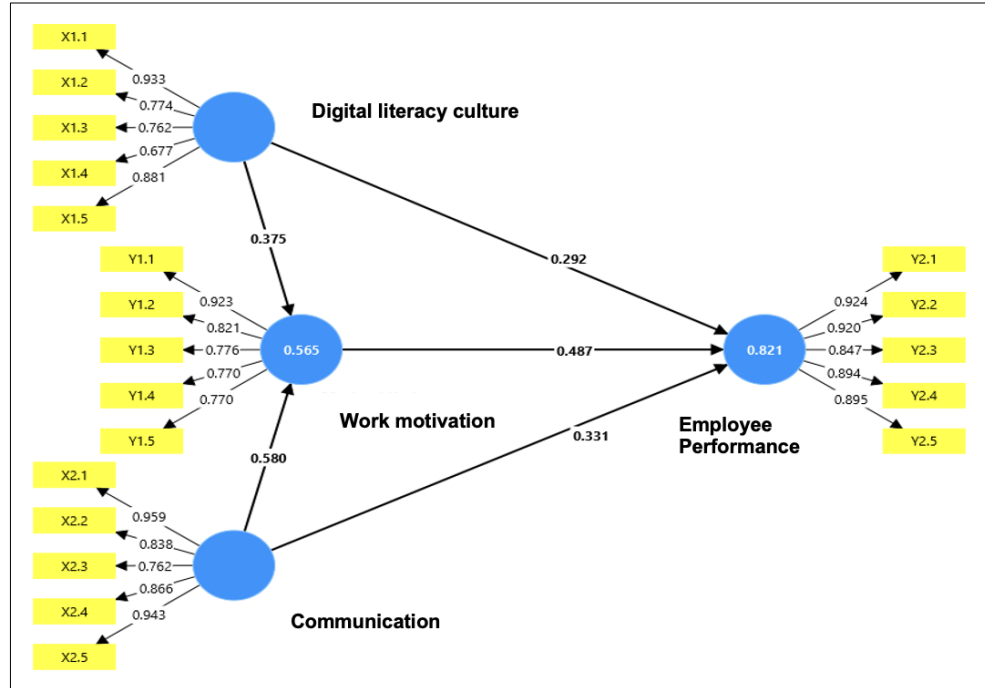
No.	Variable	Direct Effects	Indirect Effects	Total Effects
1	Digital Literacy Culture -> Work Motivation -> Employee performance	0.292 (Sig)	0.182(Sig)	0.474(Sig)
2	Communication -> Work Motivation -> Employee performance	0.331(Sig)	0.282(sig)	0.613(Sig)

[Table 10](#) further illustrates that the total effect of communication on employee performance is 0.613, which is higher than the total effect of digital literacy culture, recorded at 0.474. This finding indicates that, between the two predictor variables,

communication has a more dominant influence in enhancing the performance of employees through the function of job motivation as a mediator.

Figure 2 presents the full model Smart-PLS results.

Figure 2. Full Model Smart-PLS Results



## DISCUSSION

### The Impact of Digital Literacy Culture on Employee Performance

The hypothesis testing results reveal that a digital literacy culture significantly and positively influences the performance of employees. This finding supports the idea that employees' ability to adapt to digital technology directly enhances work efficiency, accuracy in task execution, and problem-solving skills based on data. Descriptive data also indicate that the company's digital literacy culture is generally at a good level.

One key indicator is employees' capability to access and use digital tools, which received the highest average score (mean = 3.62), with more than half of the employees reporting competence in using basic digital applications like email and collaboration platforms. These findings are consistent with past research demonstrating that organizations with strong digital literacy cultures tend to perform better employee performance, have higher productivity, and greater readiness for digital transformation.

From a theoretical perspective, this research expands the understanding of how digital literacy culture affects employee performance through the function of job motivation as a mediator. It aligns with goal-setting theory and self-determination theory, highlighting how access to digital tools enhances clarity of goals, feedback processes, and employees' confidence in completing tasks.

Practically, the findings suggest that organizations should go beyond basic digital skills and invest in specialized training, especially in digital collaboration and communication. In project-driven industries such as construction, these skills are critical for improving coordination, efficiency, and cross-functional teamwork. Therefore, this study offers

actionable insights to support digital talent development aligned with organizational transformation goals.

### **The Role of Communication in Shaping Employee Performance**

The analysis reveals that employee performance is favorably and dramatically impacted by communication at PT Karya Cipta Elprima. This underscores the importance of transparent and effective communication, especially within project-oriented industries like construction, where teamwork and coordination are crucial. Prior studies similarly highlight that effective communication enhances performance by facilitating better coordination and minimizing errors in work processes (Avianty, 2023; Sopandi et al., 2024).

Lestari and Nahrisah (2022) found compelling evidence indicating that communication skills directly contribute to improved employee outcomes, suggesting that organizations can boost performance through fostering better communication strategies. This aligns with broader organizational goals that emphasize clear instructions and communication to enhance productivity, particularly in sectors with complex operational demands. Additional research supports these findings by demonstrating how positive communication between supervisors and employees strengthens team unity, reduces conflicts, and increases job satisfaction, which collectively promote organizational success (Sundari et al., 2024).

From the perspective of goal-setting theory, effective communication is vital for establishing clear objectives, offering constructive feedback, and encouraging employee dedication toward organizational goals. The theory posits that two-way communication, involving employees in setting their goals, increases accountability and drives better performance outcomes. Practically, the use of daily briefings and digital communication tools such as WhatsApp and Microsoft Teams enables timely information exchange and transparency, ensuring that individual tasks align closely with overall organizational aims.

### **The Impact of Digital Literacy Culture on Employee Work Motivation**

The analysis results indicate that digital literacy culture shows a positive and significant impact on employee motivation at work. This suggests that mastery of digital competencies is not only functional but also psychological, enhancing employees' self-efficacy in managing technology-driven work demands. These findings are in agreement with prior studies that focus on the growing importance of digital literacy culture in the digital era, particularly within workplace settings (Azra et al., 2024; Vebryana et al., 2024).

According to the theory, clearly defined, challenging goals combined with timely and constructive feedback significantly improve individual performance. In the context of digital literacy culture, employees with advanced digital skills are better equipped to establish work objectives that align with evolving technological environments. They exhibit greater autonomy in sourcing relevant information and effectively utilize diverse digital tools to accomplish tasks. These capabilities not only enhance goal orientation but also strengthen self-efficacy in fulfilling job responsibilities. Moreover, fostering a digital literacy culture encourages adaptability and openness to innovation, which further enhances intrinsic motivation by empowering employees to meet and surpass organizational goals in dynamic digital workplaces (Cheng, 2023). The intersection of digital literacy and motivation underscores the critical role of cognitive and behavioral adjustments in modern work contexts.

### **How Communication Influences Employee Motivation and Engagement**

Findings from research reveal that communication has a significant and positive role in motivating employees at PT Karya Cipta Elprima. Effective communication is identified as a key factor that drives motivation, particularly in the challenging, project-oriented setting of a construction company. These findings corroborate earlier studies that emphasize the critical impact of communication on employee motivation within organizations (Manalu & Yusniar, 2022; Salju et al., 2020; Setiawan et al., 2024; Sulfira & Rusyidi, 2021; Yahya et al., 2024).

In particular, Sundari et al. (2024) highlight that strong interpersonal communication fosters team unity and reduces conflicts, which in turn contribute to higher job satisfaction. This supports theoretical perspectives suggesting that communication quality affects both operational efficiency and psychological factors such as trust, a sense of belonging, and perceived support from supervisors and peers. Open and constructive communication nurtures a collaborative workplace atmosphere, which strengthens employee motivation and improves task performance. Therefore, organizations should consider implementing structured communication training, mentoring, and feedback systems to enhance communication skills and ultimately boost employee motivation and job satisfaction.

This study underscores that communication is more than simply exchanging information; it serves as a motivational tool that clarifies goals, provides feedback, and fosters employee engagement. These findings align with goal-setting theory, which posits that clear objectives and constructive feedback are essential for motivation, particularly in modern, technology-driven, and project-based work environments. By demonstrating how two-way communication enhances intrinsic motivation and accountability, this study provides a more comprehensive insight into the link between organizational communication and employee motivation in the digital age.

### **The Connection Between Employee Performance and Work Motivation**

The findings from hypothesis testing reveal that work motivation greatly and favorably affects worker performance at PT Karya Cipta Elprima. This finding confirms that work motivation is a key factor predicting improved performance, especially in the construction industry. The outcomes are in line with previous studies that provide both theoretical and empirical evidence on the contribution of motivation to improving worker performance within this sector (Fahriana & Sopiah, 2022; Nurdiansyah et al., 2020; Syafitri & Astuti, 2025; Purwanto, 2020; Rozi et al., 2024).

This study also reinforces the applicability of goal-setting theory in explaining the connection between employee motivation and work performance are closely linked. Motivation serves as a crucial psychological mechanism that links goal-setting processes to improved performance outcomes. Clearly defined and challenging goals, when supported by sustained motivation, drive greater effort, persistence, and strategic behavior among employees. Moreover, this research extends the theoretical framework by highlighting the dynamic interaction between intrinsic motivation and the use of feedback, showing that motivated employees not only pursue their goals more vigorously but also engage in continuous self-regulation and performance enhancement. These findings assist in enhancing the comprehension of the motivation-performance relationship within organizational settings, particularly in technology-driven and project-based environments such as PT Karya Cipta Elprima, where adaptive goal orientation is essential to managing complex tasks.

### **The Impact of Digital Literacy Culture on Employee Performance by Acting as a Mediator of Work Motivation**

This study reveals intricate psychological and organizational mechanisms linking digital literacy culture to employee performance. Structural analysis confirms that work motivation partially mediates this relationship, indicating that digital literacy influences performance indirectly through layered cognitive and motivational processes. These findings support previous research demonstrating that a robust digital culture enhances digital knowledge management adoption, which in turn improves employee performance, with work motivation acting as a mediating factor (Azra et al., 2024; Fahmi et al., 2023; Vebryana et al., 2024).

The study makes a valuable theoretical contribution by highlighting digital literacy's dual function as both an operational enabler and a source of psychological empowerment within organizations. Beyond technical skills, digital literacy serves as a vital capability that enables employees to effectively navigate complex technological environments, enhancing task efficiency and decision-making quality. This perspective is consistent with the Technology Acceptance Model (TAM), emphasizing the importance of the adoption and utilization of technology are significantly affected by perceived utility and usability.

Furthermore, the research extends self-efficacy theory by showing that digital literacy fosters personal empowerment, allowing employees to confidently engage with and adapt to digital tools and platforms. This psychological empowerment acts as a mediator that not only increases motivation but also strengthens resilience in managing digital work challenges. The interaction between digital literacy and self-efficacy underscores a crucial cognitive-motivational pathway essential for successful digital transformation efforts.

By combining these theoretical frameworks, this study advances a more thorough comprehension of how digital literacy culture affects employee performance through interconnected cognitive and motivational processes. The findings highlight the significance of developing not just technical competencies but also psychological readiness among employees to maximize the benefits of digital innovation in today's workplaces.

### **The Role of Communication in Enhancing Work Motivation as a Mediator of Employee Performance**

This study reveals a nuanced connection between organizational effective communication influences employee performance at PT Karya Cipta Elprima. Structural analysis confirms that work motivation partially mediates this relationship, indicating that communication influences performance not only through practical means but also via psychological processes. Research suggests that when employees feel comfortable expressing their ideas and concerns, their motivation to engage with their work increases (Han et al., 2020; Li & Tang, 2022). This highlights how open and transparent communication can foster psychological safety, especially in uncertain work environments. For instance, Rabiul et al. (2024) argue that psychological safety enhances the meaningfulness of work and boosts intrinsic motivation. These findings correspond with studies showing that psychological safety positively affects employee well-being and performance (Paulus, 2023).

This study advances theoretical understanding by highlighting communication's complex role in enhancing worker performance with its influence on work motivation. The results emphasize that communication goes beyond information exchange; it serves as a vital tool for goal clarification, feedback provision, and fostering employee commitment. The



partial mediation effect observed underscores the cognitive and motivational pathways through which communication impacts performance, stressing the importance of psychological factors alongside conventional organizational elements.

Moreover, this research extends existing theories by contextualizing communication within the demanding environment of project-based industries like construction, where high task complexity and environmental uncertainty require effective coordination and adaptability. The findings demonstrate that effective communication enhances psychological safety and the meaningfulness of work, which are crucial for maintaining intrinsic motivation in challenging settings.

In sum, this study enriches theoretical discourse by integrating goal-setting theory with motivational and psychological empowerment frameworks, advocating for a comprehensive approach to examining communication's impact on employee outcomes in complex organizational contexts.

## **CONCLUSION**

The goal of this research is to assess the effect of digital literacy culture and communication on employee performance at PT Karya Cipta Elprima, with work motivation serving as a mediating variable. Specifically, the research examines how digital literacy culture and communication directly affect employee performance, as well as their impact on work motivation, which in turn influences performance outcomes. Additionally, the study seeks to investigate the influence of work motivation as a mediator in the relationship between digital literacy culture and communication on employee performance. Consequently, this research is expected to provide a comprehensive comprehension of the relationships between digital culture, communication, and motivation in improving worker performance in the organizational context.

This study concludes that digital literacy culture and organizational communication have a favorable and noteworthy impact on both workplace motivation and employee performance at PT Karya Cipta Elprima, either directly or through partial mediation by motivation. Digital literacy enhances operational efficiency, collaboration, and employees' confidence in adapting to technology, while effective communication strengthens coordination and employee engagement. Work motivation serves as a crucial psychological mechanism that bridges the relationship between digital literacy and communication with performance outcomes. These results highlight the significance of digital and psychological factors in improving employee productivity and offer practical implications for organizations to develop advanced digital training programs and foster more participative communication practices in the workplace.

This study makes a significant contribution to strengthening the theoretical framework in organizational behavior research, particularly within the construction industry undergoing digital transformation. Theoretically, this research extends the understanding of goal-setting theory by demonstrating that a digital literacy culture functions not only as a technical tool but also as an enabler for establishing more specific, measurable, and data-driven work goals. Furthermore, the finding that work motivation serves as a mediator in the relationship between digital literacy and communication on employee performance reinforces the role of motivation as a psychological element linking external stimuli (work culture and communication) to individual outcomes in performance. These implications support an integrative approach in organizational behavior studies, where technological and psychological factors interact to influence work performance.

Managerially, this study offers strategic recommendations for organizations, particularly construction service companies like PT Karya Cipta Elprima, to optimize human resource performance. First, it is recommended that companies develop comprehensive and adaptive digital literacy training programs, focusing on mastering online collaboration tools and digital presentation skills tailored to employees' functional needs and demographic characteristics. Second, strengthening participative communication systems through mechanisms such as regular discussion forums, two-way feedback delivery, and employee involvement in work planning is essential. Third, organizations can leverage real-time data-based digital platforms, such as performance dashboards, to enhance goal clarity, accountability, and psychological satisfaction through transparent achievement monitoring. Consequently, companies not only improve operational efficiency but also foster a more inclusive, adaptive, and employee development-oriented work environment.

This study has several limitations that should be considered. First, the sample was drawn from a single construction service company, PT Karya Cipta Elprima, so the results may not be generalizable to the entire construction industry or other sectors. Second, the measurement of digital literacy, communication, work motivation, and performance variables relied on self-report survey methods, which may introduce subjective bias. Third, this study utilized a cross-sectional approach, so causal relationships between variables cannot be fully confirmed.

Further studies are needed to understand the long-term impacts can expand the scope by involving multiple companies across the construction sector or other industries to enhance the generalizability of findings. Longitudinal studies are also recommended to examine the dynamic relationships among digital literacy, communication, work motivation, and performance over time. Additionally, further research may explore other option variables, including digital leadership, organizational culture, or emotional intelligence as moderators or mediators in the developed model. Qualitative approaches can also be employed to gain deeper insights into employees' experiences and perceptions related to digital literacy and communication in the workplace.

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#### **DECLARATION OF CONFLICTING INTERESTS**

The authors declared no potential conflicts of interest concerning the research, authorship, and or publication of this article.

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